

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Thursday 26 March 2015

TIME: 7.30 pm

VENUE: Committee Room 6,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Phillip O'Dell

Councillors:

Kiran Ramchandani
Adam Swersky

Richard Almond
Barry Macleod-Cullinane (VC)

Reserve Members:

- | | |
|--------------------|-------------------|
| 1. Mrs Chika Amadi | 1. Amir Moshenson |
| 2. Ghazanfar Ali | 2. Bharat Thakker |
| 3. Aneka Shah | |

Contact: Miriam Wearing, Senior Democratic Services Officer
Tel: 020 8424 1542 E-mail: miriam.wearing@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Sub-Committee;
- (b) all other Members present.

3. MINUTES (Pages 5 - 14)

That the minutes of the meeting held on 6 January 2015 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

[The deadline for receipt of public questions is 3.00 pm, Monday 23 March 2015. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

To receive any references from Council and/or other Committees or Panels.

7. REVENUE AND CAPITAL MONITORING (Pages 15 - 60)

Report of the Director of Finance and Assurance.

8. SCHOOL TRAVEL PLANS UPDATE (Pages 61 - 70)

Report of the Corporate Director of Environment and Enterprise.

9. ANY OTHER BUSINESS

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

6 JANUARY 2015

Chair:	* Councillor Phillip O'Dell	
Councillors:	* Richard Almond	* Kiran Ramchandani
	* Barry Macleod-Cullinane	* Adam Swersky
In attendance:	Graham Henson	Minute 30
(Councillors)	Anne Whitehead	Minute 31

* Denotes Member present

24. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

25. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Item 7 – Revenue and Capital Monitoring

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had been part of the administration that had passed the outline budget. He would remain in the room whilst the matter was considered and voted upon.

26. Minutes of the meeting held on 27 November 2014

RESOLVED: That the minutes of the meeting held on 27 November 2014, be taken as read and signed as a correct record.

27. Minutes of the meeting held on 9 October 2014

Further to the decision at the last meeting to defer consideration of the minutes of the meeting held on 9 October 2014, amended wording to Minute 15 with regard to the second paragraph of bullet point 2 on homelessness and B&B accommodation was circulated.

It was proposed and seconded that the minute be amended to include that the Portfolio Holder for Housing had stated that 'The ideal number in B&B accommodation was zero, and he was hoping to achieve that in 12 months.' Upon being put to the vote the motion was lost.

The minutes of the meeting as amended by the circulated wording were put to the vote and carried.

RESOLVED: That the minutes of the meeting held on 9 October 2014 be approved as previously circulated with an amendment to the second paragraph of bullet 2 on minute 15 to read:

'The Portfolio Holder for Housing stated that homelessness was an ongoing area of challenge. B&B accommodation in London was costly and it could cost between £12k-£16K to keep a family in B&B accommodation. Whilst the ideal number in B&B accommodation was zero, it was difficult to predict a timescale for the achievement of this aim. The Council had placed some families out of borough, however moving families into accommodation outside the borough or outside London was a far from ideal solution. The Council was looking to increase its stock of temporary housing and other London boroughs faced similar problems. London Councils had a pan-London initiative whereby the daily rates for B&B accommodation were capped.'

28. Public Questions, Petitions and References

RESOLVED: To note that no public questions, petitions or references were received at this meeting.

RESOLVED ITEMS

29. Revenue and Capital Monitoring

The Sub-Committee received a report of the Director of Finance and Assurance, which had previously been considered by Cabinet on 11 December 2014.

Following a brief overview of the report by the Director of Finance and Assurance, Members asked the following questions and received responses from the officers:

- Where was the underspend on the Emergency Relief Scheme (ERS) from? (para 4)

The Director advised that this pertained to Council Tax Support and was allocated to Environment and Enterprise to aid people to find employment. He undertook to circulate information as to the success of this initiative.

Q - Could more detail be provided on the unspent grant carried forward from 2013/14 for Public Health within the Council's ring-fenced reserve? (para 29)

A - The aim was to allocate the sums transferred from central government in accordance with the grant conditions to further public health outcomes. The previous year grant had met some leisure costs to improve health. Although certain health objectives such as in connection with drugs and sexual health were appropriate, others were less prescribed.

Q - What was the allocation for Headstone Manor in the capital programme for? (para 59)

A - The officer undertook to flag this up for the Lead member when meeting with the Corporate Director.

Q - What was the delay in charging for parking at Harrow Leisure Centre and when would the consultation with users take place? (para 9)

A - The responsible officer was no longer employed by Harrow Council. The aspiration was for 1 April and it was thought to be on the consultation website.

Q - The shortfall in salaries for the Public Realm Integrated Service Model (PRISM) had been met through vacancies. What was the impact on service provision of the Divisional Director vacancy and, if there was not an impact, was the post required? Was the post at the correct level and was the restructure correctly specified? (page 32, items nos 0.11, 0.12 and 0.13)

A - As the starting budget had been understated, savings from a reduction in posts had enabled management to balance the bottom line. The officer stated that he was unaware of any diminished service. The post might have been subsequently deleted, it could be a vacant post which competent officers had absorbed and achieved savings for the Council.

Q - The information suggested a continuing overspend on Continuing Care and Ordinary Resident cases. (para 13)

A - The responsibility for payment of the Continuing Care bill between the Council and the NHS was unresolved and work was being undertaken to determine the issue. There was the view that the remainder of the business risk reserve would need to be appropriately drawn down by the end of the financial year.

Q - Would the large increase in the use of interims in Targeted Services be offset by staff vacancies and had market factor supplements been necessary? (para 31)

A - Due to an increase in demand, some caseloads were larger than the Council would wish. Recruitment was problematic and, due to the duty to young people to create interims, it was offset elsewhere. It was

thought that the staff vacancies were at a more senior level and use was made of the Adoption Reform Grant which was ringfenced.

The Sub-Committee was advised that it was a national issue and MFS had been successful. Recent successful recruitment campaigns and work across London on recruitment of newly qualified staff had resulted in the difficulty now being mainly at senior practitioner level and above. Work was also being undertaken at regional and national levels.

Q - How does the Housing General Fund and B&B costs compare to a year ago? Was there an increase in numbers and, despite the introduction of rent capping, were incentives to let bidding up rents and having implications for private tenants?

A - There were difficulties in containing costs due to the increase in the number of people presenting for B&B. The budget had assumed a reduction of two families a week but in general up to two additional families a week had applied. The Council was working in a challenging situation and trying to be flexible and inventive.

Q - What was the position regarding Capita on the re-profile of the Mobile and Flex project payments and was the list of slippage complete? (para 61)

A - There were a number of significant projects being delivered by Capita where payments were being withheld as work had not been done or was not to the Council's satisfaction. It was noted that the Capita financial year finished on 31 December 2014. The officer undertook to confirm how many projects were not being implemented and to identify which ones were the responsibility of Capita, an example being the Public Realm scheme for £100k re litter bins which were on hold. It was agreed that the delays had a severe impact on services which needed to be managed as efficiencies through technology would have been factored into savings. The items detailed in paragraph 61 were in addition to those in paragraphs 65 and 66.

Q - The Chairman referred to previous statements regarding a culture of allowing slippages in capital expenditure whereby only 60% of the original budget was spent. Was there a drive in the organisation to make the capital programme more meaningful as the public had expectations that projects would proceed?

A - The planning process was now 6 years instead of 4 and changes in procedure to start expenditure in April were under consideration. The largest element was the School Expansion Programme and issues could arise to delay from one financial year to the next. The situation was improving from 73% in September to 60% currently and the forecast for, the 31 December report was 30%. The Corporate Director of Environment and Enterprise had an appraisal objective of 85%. With regard to schools, the position was clearer and agreed prices for contractor meant that price and delivery were known.

Q - What is the status of the pay award? (paragraphs 35 and 42)

It was advised that all negotiating boards had concluded except for Chief Executives and Chief Officers and with Soulbury in September.

- Q - What is the pay increment increase?
 A - About 40% of staff were at the top of their grade. Increments, as a rough percentage, were 2.5 – 3% of salary. New starters commenced at the bottom of the grade. Further information was requested on increments paid for the last couple of years and that expected for the following year.
- Q - Was the deletion of the support for community festivals of £48k one post? (page 38)
 A - Yes, including national insurance and pension contributions.
- Q - Is the budget for the cost of tree root claims against the Council steady from year to year?
 A - This could vary as one claim could be significant and was influenced by prolonged drought or wet weather. The Council had invested in more proactive pruning and provided a robust defence of the Council's position.
- Q - How would the saving for library volunteers be realised? (page 38)
 A - The officer undertook to provide information.
- Q - The affect of Council Tax bad debt on housing provision. (page 43)
 A - The officer undertook to provide information.
- Q - A comment on the £88k underspend on revenue was requested.
 A - The officer advised that this was expected to be significantly less in 2014/15.

RESOLVED: That the report be noted.

30. Staff Survey Results and Sickness Absence

The Sub-Committee received a report from the Divisional Director of HRD and Shared Services on the latest staff survey and sickness absence monitoring results and action plan.

Members received a brief overview of the staff survey and agreed that discussion on the detail take place at the Scrutiny Leads meeting. The officer undertook to circulate colour copies of the diagrams contained in the report to members of the Sub-Committee and Scrutiny Leads.

It was noted that the survey took place every two years with a 'light touch' survey in between. In response to a question as to whether sufficient support had been available to the Children and Families Group to finalise their plan to respond to staff feedback, it was reported that good support had been received and the action plan had been concluded. With regard to questions as to a lack of progress in undertaking appraisals in some areas, it was noted that, whilst there were no specific penalties, 100% compliance was sought and measured by line management. Support was provided to those being appraised to address workload problems or performance measures taken where appropriate. The officer estimated that 85% appraisals had been undertaken, the aim being 90%.

A Member asked whether the feedback had shown a significant impact on protected groups. The officer advised that there were differences in responses from some groups and there were lower levels of satisfaction from staff with disabilities and some BAME groups, who were also proportionally less represented at senior levels. The officers examined service areas to drill deeper in order to identify issues and take action.

The Sub-Committee discussed the sickness absence and the following questions were asked by Members and responded to:

Q - Does the frequency of sickness absence of manual workers increase with age?

A - Harrow Council had an aging manual workforce and although sickness absence was not reported by age, it was known that chronic illness and disability increased with age. This was potentially a factor in the Council's relatively high levels of sickness which was exacerbated by the withdrawal of a normal retirement age and a sick pay scheme with relatively long term benefits. Long term absence constituted approximately 60% of the sickness absence across the Council. Occupational Health referrals for muscular skeletal problems were relatively high and referrals for mental health relatively low.

Q - Is there an analysis with private sector comparables?

A - Detailed comparisons are not undertaken, only headline figures.

In response to a suggestion that the data on sickness absence distribution from 1 October 2013 be differentiated between long and short term absence in order to focus on the short term to show percentages for each day to highlight problem areas, the Portfolio Holder for Performance, Corporate Resources & Policy Development stated that the sickness absence distribution information in the report was historical data. He commented that the return to work interviews were designed to identify patterns of absence and it was important that the processes were undertaken correctly, for example, if an employee was absent on Wednesdays the line manager should pursue it. Absence statistics were monitored quarterly through improvement boards. 60% of the cost was medical severance, with the withdrawal of the retirement age there was a tendency to wait to be retired on medical grounds. A member suggested that the average number of staff off sick by weekday graph should be used to check if procedures were undertaken correctly.

Q - Do the action plans address the problems?

A - The SAP system provides individual detail for managers to manage absence and provides teams and directorates with the bigger picture to identify where closer examination was required. Individual details was not reported at the higher level as it was for managers to monitor and manage individual employee absence. Analysis did not take into account leave as this was not recorded in SAP.

Q - Sickness by calendar day of just under 5% affected service and was higher than private companies. The Chair referred to the sum of £2.5m for sickness absence in 2013/14.

- A - The action plans in the report indicated how Directorates were dealing with information. Council wide triggers had been agreed for short term sickness and as a prompt for management to make a decision. There was an option to reduce the triggers or introduce formal capability action earlier in the procedural approach. However this would potentially affect staff morale and bring Harrow into conflict with the Trades Unions. The Unions at national level had made it clear that they would not support any change to the national sick pay scheme
- Q - Should we tighten up on sick pay?
- A - The Portfolio Holder for Performance, Corporate Resources & Policy stated that he did not think that there should be a change in the sick pay scheme and that not to pay for first day of sickness absence caused complications to manage.
- Q - 8.5 days sickness absence in an office environment was high?
- A - It was agreed that it was high but that addressing short term sickness should be managed by the directorate.
- Q - Has the opportunity been taken to work with the Fit for Work Service with regard to mental illness.
- A - The officer advised that as and when the Scheme was launched the Council would consider accessing the scheme which was free and would work in conjunction with GPs.
- Q - Were there any incentives to manage sickness?
- A - A trial of additional leave for good attendance was undertaken but the impact was short lived. Management needed support in making hard decisions. The Council considered the circumstances for paying for medical certificates, the cost of which could be waived.
- Q - Is CBT provided?
- A - An employee assistance programme provided up to 6 free counselling sessions and 3 CBT.
- Q - In occupations with high stress levels, would it be appropriate to break up the five day week, for example social workers?
- A - The Council was promoting remote and mobile working, for example to enable caring responsibilities. The professional view was that there were benefits to maintaining the same social worker for a case but we would consider flexibility around that.

The Chairman stated that the Members would continue to monitor sickness absence, particularly through the Watch List and Scrutiny Leads. Officers undertook to ensure that the appropriate plans were made available to the Scrutiny Leads.

RESOLVED: That the report be noted.

31. Corporate Equality Objectives - Annual Monitoring and Refresh

The Sub-Committee received an update of progress against the Council's Equality Objectives which were adopted by Cabinet in April 2012. The Chairs of the Equalities Committees for the Resources and Children and Families Directorates were in attendance.

An officer advised that the objectives were being reviewed a year earlier than normal in order to align the review with the electoral cycle. The objectives would be incorporated into the Corporate Plan and through monitoring to Scrutiny and Cabinet. The half yearly information will be reported to the Sub-Committee.

In response to a question as to how the objectives had made Harrow a happier place, the Portfolio Holder for Public Health, Equality and Wellbeing stated that she was confident that those most impacted by inequality had been well served by the objectives and that the protected characteristics had helped to address the issues. An officer advised that the Equality Act 2010 brought together existing legislation and that Harrow Council's systems were robust and in place.

With reference to the target in the Annual Progress report objective 4 regarding job seekers allowance which had a red 'rag', a member questioned whether the correct targets were being used and whether the equality objectives were always of relevance. The Portfolio Holder stated that it was important to strive to meet targets even if difficult to achieve and that if it was considered that a target was inappropriate then it was necessary to consider whether a different approach would be beneficial.

Following a question as to whether the fear of disclosure was a factor in the continued fall in the proportion of disabled employees, it was noted that disclosure had recently been discussed by officers. The Portfolio Holder for Performance, Corporate Resources & Policy Development referred to a report that had been considered recently by the Employees Consultative Forum which identified adjustments to be made to ensure employees were dealt with fairly. The number of disabled employees was a lot higher in the staff survey than in equality monitoring forms. It was noted that the workforce programme had eight priorities for action and one of these was addressing disclosure and this action plan would be reported back to the sub-committee.

A Member suggested that the target for increasing the top 5% of earners who were Black and Asian Minority Ethnic appeared low given the diversity of the borough. It was reported that a reasonable target was required which could be increased year on year

RESOLVED: That

- (1) the progress against the Council's Corporate Equality Objectives for 2013/14 be noted;
- (2) the revised performance measures to support the Equality Objectives for 2014/15 be noted.

32. Performance at Quarter 2, 2014/15

The Sub-Committee received an update on the Chair's review of the Watch List and Corporate Scorecard in relation to Quarter 2 performance.

RESOLVED: That the report be noted.

33. Termination of Meeting

In accordance with the Committee Procedure Rules, it was

RESOLVED: At 9.59 pm to continue until 10.15 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.10 pm).

(Signed) COUNCILLOR PHILLIP O'DELL
Chair

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**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	26 March 2015
Subject:	Revenue and Capital Monitoring
Responsible Officer:	Simon George, Director of Finance and Assurance
Scrutiny Lead Member area:	Performance Lead Member – Councillor Adam Swersky Policy Lead Member – Councillor Stephen Wright
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1 - 19 February 2015 Cabinet Report: Revenue and Capital Monitoring for Quarter 3 as at 31 December 2014

Section 1 – Summary and Recommendations

This report includes as an appendix, the Quarter 3 Revenue and Capital Monitoring report considered at the 19 February 2015 Cabinet meeting for further consideration by this sub-committee.

Recommendations:

To note the report and to make any recommendations the sub-committee wishes for consideration by Cabinet or officers.

Section 2 – Report

Introduction

The Council undertakes monitoring of the council's revenue and capital budgets on a monthly basis, with reports being presented to Cabinet on a quarterly basis with the Outturn reported in June following the end of the financial year. The attached report shows the position at Quarter 3, the period ending 31 December 2014.

Financial Implications

These are contained within the December Cabinet report attached.

Performance Issues

These are contained within the December Cabinet report attached.

Environmental Impact

There are no direct impacts.

Risk Management Implications

These are contained within the December Cabinet report attached.

Equalities implications

Was an Equality Impact Assessment carried out? No

The report is for noting only.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Council's priorities are:

- Making a difference for the vulnerable

- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Good financial governance contributes to achieving them.

Section 3 - Statutory Officer Clearance

Not required.

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Dawn Calvert (dawn.calvert@harrow.gov.uk), Head of Strategic Finance & Business

Tel: 020 8424 1393

Background Papers: None.

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REPORT FOR: CABINET

Date of Meeting:	19 February 2015
Subject:	Revenue and Capital Monitoring for Quarter 3 as at 31December 2014
Key Decision:	Yes
Responsible Officer:	Simon George, Director of Finance and Assurance
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 - Revenue Summary (Directorates) Appendix 2 – MTFS 2014/15 to 2016/17 Savings Tracker Appendix 3 - Debt Management 2014/15 Appendix 4 – Capital Programme as at 31 December 2014

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at Quarter 3 2014/15(31December 2014).

Recommendations:

1. That Cabinet note the revenue and capital forecast positions detailed in this report as at Quarter 3 2014/15.
2. That cabinet approve the virement set out in paragraph 76.
3. That Cabinet note the reduction to the Capital Programme outlined in paragraph 77.
4. That Cabinet approve increases to the capital programme as set out in para 78.

Reason: (For recommendation)

To report the 2014/15 forecast financial position as at 31 December 2014.

Section 2 – Report

REVENUE MONITORING

1. The Quarter 3 forecast indicate a potential net budget overspend of £1.006m on Directorate budgets. This is offset by savings on corporate budgets to give a balanced position. These are an increase in investment income of £350k, a saving on pay inflation of £85k, a saving on the contribution to the litigation provision of £175k, additional Education Services grant of £252k and an assumed use of contingency of £144k.
2. Cabinet agreed in year savings of £1.601m in July and £131k in November for implementation with immediate effect, to contribute to future Medium Term Financial Strategy targets. The variances now reported allow for these savings being achieved in full. Table 1 below summarises the Quarter 3 position and Appendix 1 provides more detail:

Table 1: Revenue Monitoring – Quarter 3 2014/15

	Revised Budget	Forecast Outturn	Quarter 3 Variance	Variance	Quarter 2 Variance
	£000	£000	£000	%	£000
Resources	26,638	26,400	(238)	-0.9%	(530)
Environment and Enterprise	41,111	40,602	(509)	-1.2%	(481)
Community, Health and Wellbeing	75,873	76,967	1,094	1.4%	462
Children and Families	47,171	47,830	659	1.4%	811
Total Directorate Budgets	190,793	191,799	1,006	0.5%	262
Corporate Items	(16,367)	(17,373)	(1,006)	6.1%	(350)
Total Budget Requirement	174,426	174,426	0	0.0%	(88)
HRA	(905)	(821)	84		268

RESOURCES

3. At Quarter 3 Resources are reporting an under spend of £238k on a budget of £26.6m, an increase in expenditure forecast of 292k when compared to Quarter 2.
4. The increase in forecast at Quarter 3 compared to Quarter 2 is as a result of the following:
 - Additional expenditure identified across the Resources directorate (£250k), including SAP improvements and policy and procedure developments for the HR transformation project.
 - Expected spend by Legal and Governance to secure more business with other local authorities (£150k).
 - Increase in pension contribution for all ex- Harrow IT staff TUPE to Capita (£102k).
 - Implementation of Process Integration(PI) for HMRC and Database System (DBS) payment (£42k).
 - Customer Care Platform Harrow (CCPH) upgrade staffing cost originally classified as capital (50k).
5. The above are mitigated by £300k as a result of the delay to a number of revenue IT projects.

ENVIRONMENT AND ENTERPRISE

6. At Quarter 3, Environment & Enterprise are reporting an under spend of £509k on the total net budget of £41.1m, an increase from the position reported at Quarter 2 [£481k underspend]. This includes under spends of £63k which will be requested as carry forwards at year end;
 - £34k Emergency Relief Scheme
 - £5k Transformational Challenge Award
 - £24k Sustainable Drainage
7. The under spend relates in the main to increased income from the Civic Amenity site (£163k), cemeteries (£108k) and commercial lettings (£123k). This is coupled with the budget originally set aside for early termination of waste vehicles which is now no longer required (£110k).
8. A budget pressure on salaries of £0.9m has been identified following the Towards Excellence restructuring which is being contained within the directorate mainly through vacancy management. The on-going vacancy management has also generated further underspends within Commissioning Services of £148k and Economic Development of £57k.
9. The above favourable variations are partially offset by the forecast overspend on waste disposal costs of £283k due to increased waste tonnage delivered to the WLWA. The forecast payment to the WLWA in 14/15 is £7.8m, which could fluctuate depending on residents' recycling habits as well as seasonal trends on garden waste.

10. Parking income is volatile and the achievement of the income budget is subject to a number of factors such as footfall, economic recovery, drivers' behaviour and compliance to traffic rules, and weather condition. At Quarter 3, an overall parking income of £10.3m is forecast, which will be closely monitored. Work is also ongoing to determine the financial implications arising from legislative changes in relation to the use of CCTV cameras for parking enforcement activities.
11. Of the £1.926m 14/15 MTFS targets, there are three red rated savings;
- £300k saving relating to parking income at Harrow Leisure Centre car park as a result of delayed implementation to permit further public and stakeholder consultation. A new charging regime is anticipated to be in place from 1 April 2015. The shortfall will be mitigated by a range of other favourable variances including the over recovery of parking income.
 - £25k relating to revenue generation from fleet sponsorship / advertisement which remains under review by Procurement colleagues. The position reported assumes this is not achieved in 14/15.
 - £100k saving related to Trading Standards. The position reported assumes £70k of this saving will not be achieved in 14/15. The achievement of this saving is subject to Proceeds of Crime Act income, of which the reconciliation is undertaken by Home Office annually at year end.

COMMUNITY, HEALTH AND WELLBEING

12. The Community, Health and Wellbeing Directorate is forecasting an overspend of £1,094k at Quarter 3, an increase of £632k compared to Quarter 2, as detailed below.

	Revised Budget	Forecast Outturn	Quarter 39 Variance	Variance	Qtr 2 Variance
	£'000	£'000	£'000	%	
Adult Services	61,089	61,619	530	0.87%	530
Community and Culture	6,598	6,479	-119	-1.80%	-73
Housing General Fund	6,676	7,818	1,142	17.11%	244
Public Health	1,045	592	-453	-43.35%	-232
Transformation	465	459	-6	-1.29%	-6
Total Budget	75,873	76,967	1,094	1.44%	463

ADULT SERVICES

13. Adults are reporting a projected overspend of £0.530m against a total net budget of £61.1m, no change against the Quarter 2 position.
14. The majority of Adults budgets are demand led and the Council has a statutory duty to meet vulnerable adults' needs. It is therefore

challenging to strike a balance between safeguarding adults against harm and abuse and simultaneously balancing the budgets.

15. There are a number of pressures across the directorate and the key variations are detailed below:

- There continues to be an increase in number of referrals and complexity of care required to support service users, some of which may impact the ability to fully deliver those MTFs savings which were predicated on the costs of care being provided in the community at lower weekly cost. As a result of these pressures, an overspend of £621k on the purchasing budget is forecast. This assumes that the balance of savings of £1.3m will be delivered and a draw-down of £150k from the business risk reserve to offset the Continuing Health Care and Ordinary Resident cases.
- These pressures are likely to continue in the longer term and may be resolved by wider integration with health once the BCF has been agreed. In the short term the priority is to protect service users whilst managing the financial position
- £173k relates to the Deprivation of Liberty Safeguards (DoLS), a new legislative requirement in the current financial year.
- £127k of the overspend relates to Mental Health S75- Central North West London Hospitals Trust (CNWL) in part as a result of Harrow Clinical Commissioning Groups decision to close Roxbourne (which, in the Council's view, has resulted in increased costs for social care), together with increases in the number of care packages. The Council is actively supporting CNWL on various projects to mitigate these pressures where possible.

16. The mitigations assumed in reporting this position are:

- Wider determinants of public health delivered by adult social care to be funded by public health grant flexibility of £140k, there may be a further ability to increase this figure given the Public Health Grant underspend reported elsewhere.
- Use of £150k of the £750k business risk reserve in relation to the Continuing Health Care and Ordinary Resident cases. It is very likely that the remainder of the business risk reserve will need to be drawn down by the end of the financial year.
- £105k from Winter Pressures from the Clinical Commissioning Group (CCG).
- Capitalisation of £100k staff costs associated with the MyCep capital project is being explored.
- Other initiatives across the directorate.

17. In addition, it should be noted that the NHS funding transfer for 2014/15 of £4.445m, whilst agreed between the Council and the Clinical Commissioning Group (CCG), has yet to be paid by NHS England.
18. Although there is movement within budget heads, there is no movement in total between Quarter 2 and Quarter 3.

COMMUNITY AND CULTURE

19. Community and Culture are reporting a projected underspend of £119k against a total net budget of £6.598m. The positive movement of £46k from Quarter 2 mainly relates to underspends on repairs and maintenance budgets within the Leisure and Libraries service and capitalisation of equipment purchases.
20. If the existing nil spend on the Leisure and Libraries repairs and maintenance budget continues, a further £33k underspend is possible.

HOUSING GENERAL FUND

21. The forecast overspend on housing has increased from £244k at quarter 2 to £1.142m an increase of £898k. This is on a net budget of £6.7m.
22. The reported pressure at quarter 2 of £244k assumed the costs of homelessness would be mitigated as a result of a number of initiatives which would reduce the number of families in B&B to 78 by 31 March 2015, yielding an average of 100 families in B&B at any one time during 2014/15.
23. Although implemented, extraordinary growth in homeless families in Harrow and London-wide has exceeded the benefit of these measures, resulting in an estimated 160 families likely to be in B&B by 31 March 2015. This equates to an additional 1 to 2 families in B&B per week for remainder of the financial year as opposed to an equivalent reduction expected at Quarter 2.
24. This represents a deterioration against Quarter 2 expectations of 82 families over six months, yielding a financial impact of some £407k (represented as 82 families x 26 weeks at an average of £191 per family per week). Other pressures account for the remaining £106k yielding an increase in the estimated cost of B&B of £513k.
25. This is partly offset by an additional £70k of income expected to be generated from the Private Sector Leasing ("PSL") scheme.
26. A further £0.533m is now not expected to be received from the Council's Discretionary Housing Payments ("DHP") fund following a joint review between Housing and Revenues & Benefits Services. The Council has a total of £1.138m DHP allocation for 2014/15 of which some £500k was originally allocated for Housing General Fund. Of this some £417k is already committed for deposits in respect of Private tenants and rent short falls for Council tenants and it is anticipated the DHP allocation will not be sufficient to meet the original £500k allocated to Housing. The review also indicates the Council's DHP fund will be insufficient to meet total demand.

27. A review of the impact of the main measures assumed at Quarter 2 is included in the table below which sets out the movement in estimated forecast compared to Quarter 3:

Table 2 Homelessness Changes

Description	Assumed Quarter 2 £'000	Estimated Quarter 3 £'000	Change £'000
Placement of families in routine Council voids; 20 out of an anticipated 40 placements have been made)	-428	-187	+241
Families moved out of London	-182	-43	+139
Other measures	-133	-	+133
Increase in B&B costs	-743	-230	+513
Other :			
DHP – reduced income	290	823	+533
B&B professional fees	363	240	-123
Private Sector Leasing – improvement in net cost estimate	-484	-554	-70
Other, including bad debt provision			+45
Change in forecast			+898

28. The combined impact, across London, of rapidly increasing rents in the private rental sector house prices and the continuing impact of the Government's Welfare Reforms has resulted in extraordinary growth in the number of families seeking temporary accommodation from Councils in London.
29. The Housing Service has implemented a range of initiatives, listed below, which are aimed at preventing the number of families in B&B from exceeding 160 by 31 March 2015.
- Increase in PSL rents and a proposed increase for B&B from April 2015;
 - Increased use of Council stock to accommodate homeless families including Grange Farm;
 - An increased drive for Out of London moves using the Council's Grants to Move initiatives, will free up more Council properties for use as temporary accommodation;
 - Expedition of the Grants to Move and Empty Property Grants schemes to move suitable families out of London and bring empty homes into use by offering incentives;
30. Savings required in the previous MTFs process have been achieved in the Bed & Breakfast ("B&B") budget, as well as savings generated by empty homes and grants to move initiatives. This has, however, been obscured by extraordinary growth in the numbers of families seeking temporary accommodation over the last year, leading to an overall pressure, outlined above, even after offsetting the £400k carry forward

and charging an additional £40k to HRA reflecting the allocation staff within the Housing Needs Service.

31. The Housing Service continues to explore new initiatives with the aim of reducing expenditure on B&B and increasing income, and work continues to clarify the level of DHP that may ultimately be drawn down in 2014/15. This work will also inform decision-making in respect of the 2015-16 budget.

HOUSING REVENUE ACCOUNT

32. The forecast outturn shows an adverse variation of £84k. Additional depreciation charges of £216k for non-dwellings and £187k for dwellings only result in a transfer of resources to the Major Repairs Reserve therefore have no overall impact on the resources available to the Council's HRA. These arise from changes in methodology applied for 2013/14 final accounts. A review of the debt profile has indicated a lower than budgeted contribution to the bad debt provision will be required, and this is also the main reason for the £184k improvement from Quarter 2.
33. Impairment charges for non-dwellings estimated at £1.5m have not been included in the forecast outturn although, under current regulations, a charge against HRA balances is required. This issue has been raised by a number of Councils as the regulations are not consistent with the Government's stated objective of encouraging new build. DCLG are in the process of discussing this issue with CIPFA.

Table 3 HRA Forecast

Period 9	Original budget	Revised Budget	YTD Actual	Forecast outturn	Variation
	£000	£000	£000	£000	£000
Balance b/fwd (pre audit)	-3,533	-3,533	0	-3,574	-41
Net (surplus) deficit	-978	-905	-11,649	-821	84
Balance c/fwd	-4,511	-4,438		-4,395	43

PUBLIC HEALTH

34. The budgets for 2014/15 reflect the commissioning intentions agreed by Cabinet in December.
35. A £593k underspend is being reported at Quarter 3 against Public Health Grant, however of this £140k is reflected within Adult Social Care representing the wider public health responsibilities being delivered.
36. 30% of the Public Health budget relates to Sexual Health Services, of which 63% relates specifically to Genito Urinary Medicine (GUM) service. The forecast against GUM assumes a spend largely against budget and is based on the first two quarter activity levels, modelling this to be representative of activity throughout the year. If this level of activity does not continue, the forecast underspend will reduce accordingly.

37. At the end of 2013/14, unspent grant of £666k was carried forward specifically for Public Health within the Council's ring-fenced reserve. This unspent grant is being regularly reviewed and to date £306k is committed against the reserve. It is likely that this reserve will be held as a sexual health reserve to assist mitigation of potential growth in future years should this be necessary.
38. The variation between Quarters 2 and 3 relate to forecast underspends realised across the service.

TRANSFORMATION

39. Transformation is reporting a projected underspend of £6k against a total net budget of £465k. This is due to the start date for Harrow Mutual Support Network been pushed back one month to 1st of May 2014 reducing the spend by £12.5k which is partly offset by staffing cost pressures.
40. Costs relating to Take Part totalling £30k have been incurred and are reflected in the corporate forecast as this is funded from the MTFIS implementation Fund.

CHILDREN AND FAMILIES

41. As at Quarter 3 the total forecast overspend for the Directorate is £0.659m, a reduction of £152k since Quarter 2. There are several areas of pressure. Special Needs Transport (£0.592m), (£280k) is owing to the delay in implementing the service transformation programme after it was necessary to carry out additional consultation that delayed the start date of the programme and (£312k) due to growth in demand, Children with Disability staffing (£91k) and Children with Disability client costs (£211k) due to demand. There is a pressure in Targeted Services staffing (£499k) as a result of agency and interims covering vacancies and sickness and additional staff to manage caseloads and client spend (£0.610m) due to demand. This is offset by one off un-ring fenced grants, staff vacancies and other management actions.
42. The overall movement between Quarter 2 and Quarter 3 is a reduced reported overspend of £152k. This reduction results mainly from the identification of £104k of early savings in Business Support and a reduction in forecast spend in Placements of £114k. This is offset by a small increase in forecast spend in Special Needs Transport.

CORPORATE BUDGETS

Interest and Finance Charges

43. There is an increase in investment income due to higher than anticipated cash balances of £350k.

Central Contingency

44. The Central Contingency for unforeseen items in 2014/15 is £0.921m. There have been no formal drawdowns against the contingency, however the balance on General fund before use of contingency is £144k. It has therefore been assumed that there will be a drawdown of £144k leaving £777k. There are still a number of uncertainties within the

forecasts by directorates and so it has not been forecast that the contingency will not be required.

Pay Inflation

45. £0.950m has been provided in respect of a 1% pay award with effect from 1 April 2014. The award that has been agreed gives some staff lump sum payments in December 2014 and April 2015, with a 2.2% increase for most staff from January 2015. The overall cost in 2014/15 is just under 1% giving a saving of £85k.

Gas and Electricity Inflation

46. £450k has been provided against increases in price. The call against this provision will not be established until near the year end when winter bills are available.

Contingencies and Reserves

47. The contingencies are there to cover unavoidable inflation pressures for the pay award and energy inflation above 1.3% together with other unforeseen items and spending pressures and to cover areas of risk and uncertainty. There are also specific reserves for the Medium Term Financial Strategy (MTFS) implementation costs, carry forwards, Business risks and the Transformation and Priority Initiatives Fund (TPIF). The current position is detailed in table 4 below.
48. In June Cabinet approved carry-forwards of £4.008m which are now included within individual directorate budgets. There is also £195k in respect of grants brought forward from earlier years that will be drawn down as utilised. The main grant is Planning Development Grant.
49. The balance on the Transformation and Priority Initiatives Fund (TPIF) brought forward from 2013/14 is £3.370m. There have been drawdowns of £100k in relation to urgent arboriculture works, £150k potholes and £30k to fund the Helping You. £801k was added back to the fund from the in-year savings agreed at July Cabinet. This leaves a balance of £3.891m on the fund at Quarter 3.
50. The balance on the Business Risk reserve brought forward from 2013/14 is £2.859m. This is intended to cover a number of commercial risks that were identified and there have been no drawdowns to date.
51. The balance on the MTFS Implementation reserve brought forward from 2013/14 is £6.074m. A further £800k was added to the reserve from the in-year savings agreed at July Cabinet and an additional £131k from the in-year savings agreed at November Cabinet to make £7.005m. £1.893m has been drawn down to Quarter 3 on demolition costs for Civic 2 (£174k), Project Minerva (£1.282m), severance costs (£415k) and budget consultation costs (£22k) leaving a balance of £5.112m.

Table 4 Contingencies and Earmarked Reserves

Contingency and Reserves						
	Unforeseen Contingency	Pay and Energy Inflation	TIPIF	Carry Fwd	Business Risk Reserve	MTFS Implementation
	£000	£000	£000	£000	£000	£000
Balance at start of Year	921	1,400	370	4,203	859	3,278
Addition June Cabinet			3,000		2,000	2,796
Addition July Cabinet			801			931
Draw down *	(144)		(280)	(4,008)		(1,893)
Balance	777	1,400	3,891	195	2,859	5,112
* assumed use of contingency, but not formally actioned						

Reserves and Provisions

52. The Council must hold adequate provisions and reserve balances to cover known and anticipated events and in respect of its statutory duties as appropriate. General non earmarked balances stand at £10m. All the provisions are reviewed on a quarterly basis. As at Quarter 3 the Council has adequate provisions in respect of Insurance, Litigation and Employment cases.

Debt Management

53. The latest position on Council Tax, Business Rates and Housing Benefits bad debts provision is included within Appendix 3.

MTFS IMPLEMENTATION TRACKER

54. The 2014/15 budget includes approved MTFS savings of £12.939m. The progress on implementation is summarised below in table 5 below and shown in more detail in Appendix 2:

Table 5 RAG Rating of 2014/15 Savings

	Resources	Environment & Enterprise	Community, Health & Wellbeing	Children & Families	Corporate	Total
	£m	£m	£m	£m	£m	£m
Red	0.000	-0.425	-0.140	0.000	0.000	-0.565
Amber	0.000	-0.273	-2.825	-0.650	0.000	-3.748
Green	-1.730	-1.228	-3.802	-1.348	-0.518	-8.626
Total	-1.730	-1.926	-6.767	-1.998	-0.518	-12.939

CAPITAL PROGRAMME

Capital Programme Forecast at Quarter 3

55. The forecast at Quarter 3 is £73.897m, 62% of the total capital programme and a reduction of 11 percentage points when compared with Quarter 2. This will continue to be monitored closely.

56. Overall an Outturn variance of £44.522m is being forecast. This covers both general fund and HRA. The general fund is projecting an underspend of £40.817m of which £40.541m will be slipped into 2015/16 year and £276k is no longer required. The HRA is forecasting an underspend of £3.705m.
57. Tables 5 and 6 below summarise the capital forecast position and Appendix 4 shows the capital programme in more detail:

Table 5. Analysis of Outturn variance

Directorate	Outturn variance	Split of outturn variance by year		Split of outturn variance by funding		Slippage	Slippage by funding		Underspend after slippage
		13/14 Carry forward	14/15 budget	Grant/sec106	LBH		Grant /Sec 106/ HRA	LBH	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CH&W	-6201	-2464	-3737	-3062	-3139	-6104	-3015	-3089	-97
Children	-25,497	-4,188	-21,309	-24,694	-803	-25,497	-24,694	-803	0
E&E	-2,257	-2,137	-120	-276	-1,981	-2,257	-276	-1,981	0
Resources	-6860	-3329	-3531	-128	-6732	-6681	-128	-6553	-179
HRA	-3,705	0	-3,705	-3,705	0	-3,097	-3,097	0	-608
Total	-44,520	-12,118	-32,402	-31,865	-12,655	-43,636	-31,210	-12,426	-884

Table 6 Summary of forecast by directorate

Directorate	Original Programme	CFWD's	Adjustments	External	LBH	TOTAL BUDGET	Forecast	Forecast Variance	Slippage	Underspend after slippage
CH&W	5,428	3,588	1,561	4,209	6,369	10,578	4,375	-6,202	6,105	-97
CHILDREN	42,296	11,767	-317	52,836	910	53,746	28,249	-25,497	25,497	0
E&E	14,790	10,674	-453	5,105	19,906	25,012	22,754	-2,258	2,258	0
RESOURCES	9,413	9,322	-127	0	18,608	18,608	11,748	-6,860	6,681	-179
TOTAL GENERAL FUND	71,927	35,351	665	62,151	45,793	107,943	67,126	-40,817	40,541	-276
TOTAL HRA	9,527	949	0	0	10,476	10,476	6,771	-3,705	3,097	-608
TOTAL GENERAL FUND & HRA	81,454	36,300	665	62,151	56,269	118,419	73,897	-44,522	43,638	-884

Children and Families

58. The forecast at Quarter 3 has further reduced from Quarter 2 by £5.83m and now totals £28.249m which is 53% of the total budget. The forecast underspend is £25.497m all of which will be slipped into 2015-16 for the following reasons:
59. There is projected slippage on the primary expansion phases 1 and 2, secondary expansion and SEN expansion totalling £15.049m. As at December 2014 all Agreed Maximum Price (AMP) schedules have been agreed for the phase 2 primary expansion programme. Works have commenced on all sites under Pre-Construction Works to ensure programmes can be maintained. The construction market remains difficult and prices have exceeded 10% nationally but the overall AMPs are within this market inflation figure and the Council can still accommodate all costs without the need for borrowing at this time.

60. The phase 3 primary expansion programme is still undergoing statutory consultation to determine which schools will be covered and this will result in £1.7m of slippage to 2015/16.
61. £820k of Harrow funded IT development has been re-phased to 2015/16 to reduce MRP costs in 2015/16.
62. School amalgamations are expected to slip by £700k as a result of less schools amalgamating in 2014/15 than budgeted.
63. Schools capital maintenance is forecast to slip by £972k as a result of the expansion work taking place on a large number of schools.
64. As a result of the AMP schedules being finalised, the service is proposing to realign the capital programme for 2014/15 to reflect the Agreed Maximum Prices for the phase 2 schemes. The proposed virements are shown below and retain the programme within the overall existing 2014/15 budget.

Whitmore School Expansion

65. The service is requesting an increase to the capital budget for the Whitmore School Sixth Form Block expansion project of £155k. The current total budget for the scheme is £2m which is fully funded by the school. Of the increase in budget, £133k will be met by further contributions from the school and the remaining £22k will be met from the contingency within the overall Schools capital programme. During the Value Engineering process a number of items were removed from the scheme in an attempt to bring the scheme within the agreed budget however some of these have had to be reinstated, increasing the cost. The proportion of funding to be met from the schools capital programme is only 1% of the overall project value. The Whitmore School Sixth Form Block expansion will increase the overall value of the Council's assets by over £2m, at minimal cost to the council's own capital programme.

Community, Health and Wellbeing

66. As at Quarter 2 the forecast was £5.084m, 56% of the Community Health and Wellbeing 2014/15 capital budget. At Quarter 3 the revised forecast is £4.375m, 41% of the total budget and a significant reduction when compared to Quarter 2.
67. The forecast under spend is £6.202m, of which £6.105m will be slipped to 2015/16 and £97k is no longer needed.
68. There are two key reasons why budget is being slipped:
 - The following projects are due to start/have started but it is envisaged that projects will not be completed in this financial year and therefore a proportion of the budget will need to be slipped into the next financial year. The current forecast slippage is shown in brackets, as below;

- Adults Social Care-Framework-I & IT Integration (£70k)
 - MOSAIC Implementation - Adults & Children's Services (£570k)
 - Leisure centre capital infrastructure (£100k)
 - Carers Services Charges (£50k)
 - Mental Health Supported Housing Repairs (£41k)

 - Headstone manor (£981k)
- The following projects will be slipped into 15/16 on the basis that the strategy is not likely to be finalised until the last quarter of this year/ next financial year:
 - Capital Strategic Review (£462k)
 - Quality outcome for People with Dementia (£150k)
 - Sec 106 Banister Sport Pitch (£1m)
 - Market Shaping And Development (£200k)
 - Safeguarding Quality Assurance Quadrants (QAQ) (£140k)
 - Integrated Health Model (£200k)
 - Community Capacity Grant (£332k)
 - Reformed of social Charges (150k)

 - The Empty Property Grant is an ongoing scheme that will slip into next financial year by £274k.

 - The grant provider for the Warmer Home Programme has extended the deadline for completion of works to 30th September 2015, and the scheme budget is expected to slip into 15/16 by £1.387m.

 - The Disabled Facilities grant and some element of the Empty Properties grant and Private initiatives will underspend by £97k.

Resources

69. As at Quarter 2 the forecast was £16.976m, 91% of the Resource's 2014/15 capital budget. At Quarter 3 the revised forecast is £11.748m, 63% of the budget and a reduction of 28 percentage points when compared to Quarter 2.
70. The forecast under spend is £6.860m of which £6.681m will be slipped into 2015/16 and £179k of the budget is no longer required. The main items for slippage are detailed below:
- Delay in agreeing schemes with Capita have meant that the SAP/Financial ledger and System Improvement project will result in £189k underspend in 14/15 which will be slip to 15/16.

 - The expected payment to WLWA in respect of a loan for infrastructure is currently projected to slip by £448k, based on the latest payment profile supplied by the WLWA. There may be further slippage on this project.

- Due to delay in the delivery of Share Point and Wi-Fi, Mobile and Flex project payments are re-profiled resulting in £933k slippage.
- Small schemes will slip £76k to 15/16.
- The ICT Infrastructure and Corporate Application Project will slip £519k due to the delivery date being moved back.
- £1.822m of Information Technology Outsourcing Transformation's milestone payment has to be move back due to a delay in Capita's delivery of the project.
- The 13/14 Business Transformation Programme Refresh project budget of £213k that was carried forward from last financial year is no longer required, this budget together with the 14/15 BTP Refresh budget of £113k will all slipped to 2015/16.
- The IT Improvement Project which includes the Telephony Upgrade Project is delayed due to Capita's resourcing problems and the budget of £730k will be slipped to 2015/16.
- The Customer Care Platform Harrow Project is largely completed, but it is anticipated that the stabilisation payment of £150k will not be payable this year and will slip to 2015/16.
- The IT Corporate Refresh which includes CRM Replacement, Civic W2 Upgrade and other system upgrade budget of £1.375m will be slipped into 2015/16 due to a commercial decision on timing and a clash of the implementation time with the financial year end.
- £113k of the LAA Performance Reward Grant will be slipped to next financial year – No further project has been identified.

71. £179k of budget is being forecast as no longer required as detailed below:

- £36k of capital spend across a number of IT projects has now been reviewed and re-classified as revenue.
- The 13/14 and 14/15 BTP Hardware Refresh has spent £143k less than anticipated on laptops and Wyse boxes.

Environment & Enterprise

72. As at Quarter 2 the forecast was £22.221m, 87% of the Environment and Enterprise's 2014/15 capital budget. At Quarter 3 the revised forecast is £22.754m, 91% of the budget and an increase of 4 percentage points when compared to Quarter 2.

73. The forecast under spend at Quarter 3 is £2.258m and will all be slipped into 2015/16. The main items for slippage are detailed below:

- Pinner Park Farm £480k. The costs in this financial year primarily relate to scheme development and consultations. Once the 2nd stage consultation is concluded in early part of 2015/16, planning application will be prepared. Full delivery in 2015/16 is anticipated.
- Green Grid £276k – A number of Section 106 funded projects are in the planning stage and it is anticipated that these schemes will be delivered in 2015/16.
- Neighbourhood Investment Scheme £120k – Significant progress is being made in delivering various NIS schemes in every ward this year. Contributions are made by a number of wards to provide funding for green gym installation. It is anticipated that the remaining sum will be utilised in 15/16. There are a couple of projects already identified for which NIS budget will provide the match funding for grant applications in 15/16.
- BTP Public Realm £1.381m – There has been long delay in this IT project and a detailed delivery plan for providing a suitable solution is still awaited from Capita.
- A budget of £650K is no longer required for Carbon Reduction Schools Programme. The original budget of £1m was based on at least 10 schools in the REFIT project with an average spend of £100k including boilers. The school expansion programme means a change in this position as some of the works (including boilers) will be accommodated in the School expansion capital programme. For 2014/15, the programme has been changed to reflect this and it is forecast that only £350k of expenditure will be required.

Housing Revenue Account

74. As at Quarter 2 the forecast was £6.865m, 66% of the HRA's 2014/15 capital budget. At Quarter 3 the revised forecast is £6.771m, 65% of the budget.
75. The forecast under spend is £3.705m. This is as a consequence of better sequencing of work, tender savings and preparation works for the development of a four year capital programme and a new Better Homes standard. Any underspend will be retained in the HRA to be used in future programmes.

Virements

76. As described in paragraph 65 it is recommended that £22k is vired from the contingency from the overall Schools capital programme to Whitmore High School Sixth Form Block expansion.

Reduction to the Capital Programme

77. The Schools Carbon Reduction Programme was reduced by £650k as outlined in paragraph 73.

Additions to the Capital Programme

78. Since Quarter 2, Council approved the addition of £1.387m to the Capital Programme in November 2014, to reflect the award of Green Deal grant and this is reflected in the approved programme.

Cabinet is recommended to approve the following additions to the programme utilising the external funding available:

	£000
TFL traffic management schemes – additional funding approved	35
GLA – Outer London Fund- additional funding to original notification	27
North Harrow CPZ use of s106 planning developer contribution to fund scheme agreed at Traffic and road Safety Advisory Panel in October 2014	30
Whitmore School sixth form block expansion. Additional expenditure Funded by the school (see paragraph 65).	133
Total	220

Legal Implications

79. Section 151 of the Local Government Act 1972 states that without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 28 of the Local government Act 2003 imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against budget calculations.
80. Under Allocation of Responsibilities in the Constitution, Cabinet is responsible for all decisions, which are expected to result in variations to agreed revenue or capital budgets. Cabinet must agree, or delegate agreement for all virements between budgets as set by the Financial Regulations.

Equalities

81. Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
82. A public authority must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
83. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
84. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
85. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) Tackle prejudice, and
- (b) Promote understanding.
86. Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race,
 - Religion or belief
 - Sex
 - Sexual orientation

- Marriage and Civil partnership

Financial Implications

87. Financial matters are integral to the report.

Performance Issues

88. Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Directorate Improvement Boards which consider the financial position alongside performance including key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub- Committee.
89. The overall projected percentage variance from the revenue budget is forecast to be 0%.
90. For the 2014/15 savings built into the MTFs, the overall position is that 67% of the savings are RAG rated as green, 29% RAG rated amber and 4% RAG rated red.
91. There is a performance target of 90% of the approved capital programme for 2014/15 being spent in year. The current projection is for spend to be 62% of budget.
92. Council Tax Collection: The collection rate is slightly below the target profile at the end of the third quarter at 83.76% against a profile of 84.0%.
93. Business Rates Collection: The collection rate is 2.79% below profile at 83.21% compared to a target of 86.0%.

Environmental Impact

94. There are none directly related to this report

Risk Management Implications

95. The risks to the Council and how they are being managed are set out in the report.
96. Risks are included on the Directorate risk registers.

Equalities implications / Public Sector Equality Duty

97. A full equalities impact assessment was completed on the budget when the budget was set by Full Council. Equalities implications are taken into account by individual directorates whilst running services and making decisions to vire money. A full equality impact assessment will be completed on the budget for 2015/16.

Council Priorities

98. The Council's vision is:

Working Together to Make a Difference for Harrow

99. The Council's priorities are:

Making a difference for the vulnerable
Making a difference for communities
Making a difference for local businesses
Making a difference for families

100. This report deals with Revenue and Capital monitoring which is key to delivering the infrastructure to deliver the Council's priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 26 January 2015		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 10 February 2015		

Ward Councillors notified:	NO, as it impacts on all Wards
EqlA carried out:	NO
EqlA cleared by:	Information for noting only

Section 6 - Contact Details and Background Papers

Contact:

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Background Papers:

[Cabinet Report February 2014: Final Revenue Budget 2014/15 and Medium Term Financial Strategy 2014/15 to 2016-17 and EIA.](#)

[Cabinet Report June 2014: Revenue and Capital Outturn 2013/14](#)

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

Revenue Summary				Appendix 1	
	Revised Budget	Forecast Outturn	Quarter 3 Variance	Variance	Quarter 2 Variance
	£000	£000	£000	%	£000
Resources					
Controllable Budget					
Customer Services	24,013	23,652	(361)	(1.5%)	(361)
Director of Resources	1,660	1,666	6	0.4%	(2)
Finance & Assurance	9,912	9,855	(57)	(0.6%)	(39)
HRD & Shared Services	2,621	2,634	13	0.5%	(133)
Legal & Governance	3,384	3,553	169	5.0%	30
Procurement	973	1,005	32	3.3%	2
Strategic Commissioning	1,732	1,692	(40)	(2.3%)	(27)
Total Controllable Budget	44,295	44,057	(238)	(0.5%)	(530)
Uncontrollable Budget	(17,657)	(17,657)	0	0.0%	0
Total Directorate Budget	26,638	26,400	(238)	(0.9%)	(530)
Environment and Enterprise					
Controllable Budget					
Commissioning Services	9,284	9,136	(148)	(1.6%)	(150)
Directorate Management	1,059	928	(131)	(12.4%)	(136)
Corporate Estate	(458)	(584)	(126)	27.5%	(87)
Economic Development & Research	718	622	(96)	(13.4%)	(95)
Planning	318	310	(8)	(2.5%)	(13)
Environmental Service Delivery	12,925	12,925	0	0.0%	0
Total Controllable Budget	23,846	23,337	(509)	(2.1%)	(481)
Uncontrollable Budget	17,265	17,265	0	0.0%	0
Total Directorate Budget	41,111	40,602	(509)	(1.2%)	(481)
Community, Health and Wellbeing					
Controllable Budget					
Adult Services	54,100	54,630	530	1.0%	529
Community and Culture	4,031	3,912	(119)	(3.0%)	(73)
Housing General Fund	3,661	4,803	1,142	31.2%	244
Public Health	(376)	(829)	(453)	120.5%	(232)
Transformation	398	392	(6)	(1.5%)	(6)
Total Controllable Budget	61,814	62,908	1,094	1.8%	462
Uncontrollable Budget	14,059	14,059	0	0.0%	0
Total Directorate Budget	75,873	76,967	1,094	1.4%	462
Children and Families					
Controllable Budget					
Management & Business Support	4,354	3,382	(972)	(22.3%)	(862)
Early Intervention Services	4,921	4,765	(156)	(3.2%)	(145)
Targeted Services	16,718	17,827	1,109	6.6%	1,180
Commissioning & Schools	2,608	2,446	(162)	(6.2%)	(179)
Special Needs	7,506	8,346	840	11.2%	817
Schools	(7)	(7)	0	0.0%	0
Total Controllable Budget	36,100	36,759	659	1.8%	811
Uncontrollable Budget	11,071	11,071	0	0.0%	0
Total Directorate Budget	47,171	47,830	659	1.4%	811
Total Directorate Budgets	190,793	191,799	1,006	0.5%	262
Corporate Items	(16,367)	(17,373)	(1,006)	6.1%	(350)
Total Budget Requirement	174,426	174,426	0	0.0%	(88)

MTFS 2014/15 to 2016/17 – Savings

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
	CHILDREN & FAMILIES					
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Green	£23k relates to full year effect of a Commissioner post which was deleted in 2013/14. £125k relates to deletion of a Divisional Director post, of which £25k achieved by removal of 0.2 FTE overlap from former job share arrangement, £100k achieved by maximising use of grant
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Green	Post deleted
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Amber	The cumulative MTFS saving is £300k. This is currently being achieved by using Troubled Families funding to support this saving for which a carry forward of £672k has been agreed by Cabinet. The continuation of Troubled Families Grant is uncertain beyond 2014/15.
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Green	Budgets and staffing reconfigured, saving is expected to be delivered.
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Green	Saving delivered
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Amber	Due to delay in Cabinet approval of the final business case, implementation has been delayed and there is a likely pressure of £280k in 2014/15 not being achieved. Part of this pressure is expected to continue in 2015/16 because a number of the outsourced routes are not achieving the required percentage savings.
CF 023	Introduction of Charging for non-Statutory Educational Psychology to schools	-90	0	0	Green	Saving delivered - Schools and academies are buying back service.

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CF 024	Review of semi supported provision including potential closure of Honeypot Lane	-410	0	0	Green	Facility closed and staff made redundant.
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Green	Career Advice and Guidance contract amended and Council contribution to Harrow School Improvement Partnership reduced.
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Green	Short Breaks Contracts have been re tendered and saving expected to be delivered
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Green	Pre School support, Home visiting and relationship counselling contracts ceased.
	Total Children & Families Savings	-1,998	0	0		
	ENVIRONMENT & ENTERPRISE					
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	25	-375	0	Green	Towards Excellence restructure completed and staff salaries realigned to reflect the new costed structure. A shortfall in salaries is being managed through vacancies. Savings profiled to 15/16 (£375K) relate to route optimisation work.
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments	-24	0	0	Green	
E&E012	Further management reductions in Environment	-145	0	0	Green	The Towards Excellence restructure resulted in less actual savings than originally assumed in the MTFS due to changes to the posts/grades following staff consultation. This budget saving is being contained by holding the Divisional Director Property Services vacant.
E&E016	Climate Change - Flexible retirement and consumables budget	-58	0	0	Green	Climate Change team has been deleted; work is now integrated with Commissioning Services division.

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-122	-58	0	Green	Civic 2 has been converted to a car park and schools have taken possession of Civic 3, 4, 5 & 6 from 19 May 2014. The saving will be a combination of the reduction in business rates and utilities costs. Revised valuations have been received in respect of Business rates for some of the changes and the forecast charges for business rates are based on this. Utilities savings are as yet unclear.
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-100	0	0	Red	At Period 9 a shortfall of £70k is forecast. The saving will be met by generating additional POCA income; at Period 9, £200k income is anticipated.
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet	-25	0	0	Red	This is being taken forward by Procurement team as part of the corporate initiative 'Using the Market'. Potential income for advertising on fleet is £25K, but profiled to 2015/16.
E&E041	Grass Verge Maintenance reduction	-165	0	0	Green	The reduction in grass verge maintenance will be implemented in 14-15 resulting in savings on contract hire and staffing costs. It is anticipated that the saving will be made in full in 14-15.
E&E043	Grounds maintenance: Annualised hours	0	-81	0	Green	A consultation pack on changes to working patterns, including the introduction of annualised hours, is being prepared, with a view to implementing annualised hours by the end of 14-15.

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
E&E046	Review fine turf service standards	-29	0	0	Green	An in house team provides maintenance to keep turfed areas, primarily sports / football pitches in good condition to enable them to be hired out. In February, Cabinet agreed a 2% increase in pitch fees and the service aims to increase the marketing and promotion of such facilities to generate further income.
E&E058	Procurement Savings - others	-273	0	0	Amber	At Period 9 a shortfall of £43k is being forecast. Every effort is being made to achieve this target despite the challenge.
E&E 008 14/15	Budget Realignments for Parking Services (Income re-alignment, no staff impact) Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure.	-700	0	0	Green	The achievement of this saving is dependent on the outcome of the government consultation in relation to local authority parking.
E&E 009 14/15	Textiles Recycling Additional income generated from textiles recycling contract.	-10	0	0	Green	New 4 year contract has been signed in August 2013 with a better price per tonne as a result of favourable market prices for textiles. Based on the income for Periods 1-9, the additional income will be achieved in full.
E&E 010 14/15	Increase in income relating to leisure centre car parks Increase in leisure centre parking income	-300	0	0	Red	Implementation is not expected until April 2015. A forecast increase in enforcement, CPZ and parking income will mitigate the shortfall in 14-15.
	Total Environment & Enterprise Savings	-1,926	-514	0		
	COMMUNITY, HEALTH AND WELLBEING					
	Adults Services					

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CHW013	Contract Management - efficiencies	-100	0	0	Green	Expected to be realised and will be evidenced by balanced Purchasing budget at year end. However given the increases in referrals and costs associated with complexity of care, and forecast outturn variance this may be difficult to evidence. Potentially this will be delivered through: 1) Managing inflation £500k 2) Renegotiation of the supported accommodation contracts at Canning Rd / Parkside Way - £50k 14/15 (£100k full year effect)
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care	-100	0	0	Green	Savings on target to be delivered. Tracking of placements made through the West London Alliance (WLA) will evidence savings delivered throughout the year
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth	-100	0	0	Green	Achieved
CHW018	Voluntary Sector Funding	-200	0	0	Green	Achieved

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CHW019/20	Reduction in use of residential placements for the most complex, by investing in community placements.	-1,500	0	0	Amber	Plan developed and being monitored weekly. Impact of increased volume of referrals and complexity of care required to support service users may impact the ability to fully deliver savings which were predicated on the basis of costs of care being provided at lower cost in the community. Anticipate savings being delivered through a mix of the following: 1) Moves to sheltered accommodation 2) Towards Independence (Shared lives) 3) Increased community placements 4) Management of Ordinary Residence and appropriate reviews of health cases 5) Managing inflation (via WLA) to assist delivery of MTFs £500k
CHW021	Day Care Strategic Review	-300	0	0	Green	savings on target to be delivered
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Amber	Plan developed and being monitored weekly. Latest evidence indicates that the some of the costs of complex care provided in the community are more costly than originally estimated. Anticipate savings being delivered through a mix of the following: 1) PB clawback 2) External day care converted to PB's 3) Home Care 2 project 4) Market development (10%) resulting in increased choice and therefore lower costs 5) Top 50 community packages 6) Innovative care solutions i.e. CSV

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CHW023	Commissioning Staff. Review of staffing structures.	-300	0	0	Amber	Restructure in progress and expected to be fully implemented by 1/12/14. Impact of delay in implementing will be compensated by variations on other budgets
CHW024	Share Complaints team with another local authority and/ or aggregate within Council. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-104	0	0	Green	Achieved and delivered
CHW025	Sharing of Joint Assessment Team with another local authority. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-93	0	0	Green	Assumed £50k delivered via charges for managing client finances, although latest indications suggest that compensatory savings may necessary to fully deliver saving. Restructure in progress and expected to be fully implemented by 1/12/14
CHW028	Supporting People - targeted efficiency savings through specific contracts	-1,324	0	0	Green	Savings fully delivered through efficiencies and renegotiated contracts
CHW032	Meals on Wheels. Review options for service provision.	-190	0	0	Green	Plans in place. Ongoing monitoring will evidence achievement of savings as per plan.
	Total Adults Savings	-5,311	0	0		
	Housing					

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CHW004	Homelessness [100 families & anticipated B&B HB changes). Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0	Red	A review of activity levels during 2013/14 showed some 30 families were provided with accommodation, thereby avoiding the requirement to use B&B. This resulted in the achievement of B&B savings for 2013/14. The same review however identified extraordinary growth for temporary accommodation over and above that anticipated at the time of budget construction due primarily to uncertainties around the timing and content of the Government's Welfare Reforms.
CHW037	Housing Needs - Private Sector Leasing Scheme. Income generation	-25	0	0	Amber	Considered achievable at this stage
CHW038	Housing Service Efficiency Review. Saving in staffing costs	-70	0	0	Green	On target
CHW041	Invest to Save - cash incentives. Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	0	0	Green	On target
CHW047	Empty Homes Initiative. Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Green	Expenditure on B&B has been reduced as a result of the empty home initiative. The extraordinary growth in families seeking temporary accommodation has however obscured the achievement of this saving.
	Total Housing Savings	-543	0	0		
	Community and Culture					
CHW048	Cultural Services review of structure	-15	0	0	Green	Achievable - 3rd year of payment protection

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
CHW051	Library Volunteers. Support provided by volunteers.	-40	0	0	Red	Historic MTFS item related to library volunteers that is no longer relevant under new contract with Carillion. However, Community and Culture is underspending as a directorate and this pressure is compensated by underspends elsewhere.
CHW053	Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-400	0	0	Green	This saving is split between, £135k split over libraries and leisure contracts and £265k managed through a grant saving.
CHW055	Reduce Adult Learning Subsidy. Services to be funded by grant.	-50	0	0	Green	To be achieved
CHW056	Reduce subsidy to harrow young musicians	-10	0	0	Green	To be achieved
CHW062	Deletion of post supporting community festivals	-48	0	0	Green	Achieved - postholder left 2013. Restructure not yet carried out.
	Total Community & Culture savings	-563	0	0		
	Public Health					
CHW068	Further Public Health Efficiencies. Funding existing Council revenue funded services.	-100	0	0	Green	On target
CHW009 14/15	Reduction in Council's Contribution to Public Health Budget	-250			Green	On target
	Total Public Health	-350	0	0		
	Total CHW	-6,767	0	0		
	RESOURCES					
	Customer Services					
RES027	Use of Artificial Intelligence to divert switchboard calls. Reducing use of staff, introduced in 2013/14 with full year impact of saving in 2014/15	-60	0	0	Green	Delivered -Artificial switchboard is in place, staffing has been reduced accordingly

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
RES029	Further channel shift through roll out of My Harrow account. Reduction in Access Harrow staffing resulting from self-serve via MHA, website and IVR	-60	-60	0	Green	Delivered-60,000+ MHA accounts handle 14,000+ enquiries per month. Staffing levels have been reduced.
RES030	Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries. Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	-30	-70	-50	Green	Delivered-TE project delays mean that full functionality is not available, however staffing levels have been reduced.
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-100	-190	-100	Green	Delivered -Face to face appointments reduced by 61% in 2013/14 with further 20% reduction due in 2014/15. Staff reduced in line with expectations.
RES045	Print Contract Savings. Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Green	Delivered - Based on the new contract. However, there is still an uncertainty around the cost of Annodata decommissioning and outstanding invoices, however the expectation is that this will be covered by an accrual & carry forward from 13/14.
	Strategic Commissioning					
RES036	Merger of Corporate Performance Team and Service Performance Team, reducing staffing. Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).	-93	0	0	Green	Delivered

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
RES038	Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning. Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-97	0	0	Green	Delivered
RES040	Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.	-46	0	0	Green	Delivered
	HRD					
RES042	Reduction in HRD posts. Deletion of 2 posts.	0	-75	0	Green	On target
RES046	Cessation of External recruitment Advertising. Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-75	0	0	Green	On target to Deliver
	Internal Audit					
RES048	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Green	Delivered
	Insurance Service					
RES053	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-3	0	0	Green	On target through increased handling of injury claims in-house. Current savings in 2014/15 £4,268.
RES058	Deletion of Corporate Risk Management Support Service. Deletion of post in 2013.	-30	0	0	Green	Delivered

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
RES059	Cross Council Insurance Claims. Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Green	On target through several initiatives: 1) A proactive approach to injury claims handled in-house is resulting in fewer claimants resorting to instructing solicitors. In 2013/14 there were seven such claims delivering typical savings of £10k per claim. 2) Joint working with Health & Safety and Waste Management has resulted in funding being made available for four way cameras on the refuse fleet, which is expected to lead to claim savings.3) A project is underway to mitigate the cost of tree root claims against the Council.
RES060	Reduced Contribution to Insurance Provision. Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Green	On target
	Legal & Governance					
RES068	E-canvass Project. Reduced staffing following electronic canvas.	-20	0	0	Green	waiting for commentary from department
RES072	Increase to Registrars Fee Income Target. Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013/14.	-100	0	0	Green	waiting for commentary from department
	Corporate Finance					
RES073	Finance restructure. Reduced staff costs.	-300	0	0	Green	Saving has been built into the budget and saving is on track to be delivered in full.
	Collections and Benefits					
RES078	Deletion of 4 FTE posts in Housing Benefits	0	-140	0	Red	Delays in the implementation of Universal Credit put this saving at risk.
RES080	Staff reductions to match DWP Admin grant reduction	-48	0	0	Green	Delivered

Item No		2014/15	2015-16	2016-17	2014/15	
		£000	£000	£000	RAG Status	Comments
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-102	0	0	Green	Delivered
RES082	Revenues Staffing Reductions	0	0	-40	Green	On target
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	0	-125	Red	Delays in the implementation of Universal Credit put this saving at risk.
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Green	Delivered
	Total Resources Savings	-1,730	-535	-315		
	CORPORATE					
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-268	-187	-31	Green	Delivered
Tech 002 14/15	Saving in use of Consultants across the Council	-250	0	0	Green	Built into 2014/15 budget
	Total Corporate	-518	-187	-31		
	Total	-12,939	-1,236	-346		

Council Tax

Currently, bad debt provisions (BDP) of £4.158m exist [**£4.898m**- £0.740k; w/offs done 01/04/14-31/12/14] for Council Tax against a potential BDP of £3.342m for debts accrued to 31 March 2014.

COUNCIL TAX	Arrears as at 1 st of April	Arrears as at Qtr 3	BDP	BDP as at Qtr 3
	£000	£000	%	£000
Pre 2008-2019	654	458	100	458
2010-2011	566	446	100	446
2011-2012	707	564	100	564
2012-2013	1,015	757	100	757
2013-2014	3,131	1,489	75	1,117
2014-2015	n/a	n/a	65	0
Total	6,073	3,714		3,342

National Non Domestic Rates (NNDR)

Currently, bad debt provisions of £2.235m [**£1.722m**- £0.774k; w/offs done 01/04/14 to 31/12/14] exist for business rates (NNDR) against a potential BDP of £1.427m. Under Business Rates retention, the effect on the local authority is 30% of any surplus or deficit.

NATIONAL NON DOMESTIC RATES (NNDR)	Arrears as at 1 st of April	Arrears as at Qtr 3	BDP	BDP as at Qtr 3
	£000	£000	%	£000
Pre 2013-2014	1,262	479	100	479
2013-2014	2,101	948	100	948
2014-2015	n/a	n/a	50	
Total	3,363	1,427		1,427

Council Tax and Business Rates Court Cost

Currently, bad debt provisions (BDP) of £950k (**CT £850k+ NDR £100k**) exists for Court Costs against a potential BDP of £954k. From previous years trends, this amount of provision appears to be adequate and in line with our overall provisions policy.

Court Cost	Arrears as at 1 st of April	Arrears as at Qtr 3	BDP	BDP as at Qtr 3
	£000	£000	%	£000
Pre 2011-2012	235	174	100	174
2011-2012	129	99	100	99
2012-2013	190	134	75	100
2013-2014	616	360	60	216
2014-2015	0	729	50	365
Total	1,170	1,496		954

Housing Benefits

Currently, bad debt provisions of £2.745m [**£3.936m** - £1.191m w/off 1/4/14 to 31/12/14] exist for Housing Benefit overpayment debt against a potential BDP of £3.617m (£2.246m + £1.371m = £3.617m). The under provision is anticipated to be funded from the of overpayments although there is some risk that there may be a balance that will need to be met from revenue.

Housing Benefit DEBTORS	Outstand as at 1 st of April	Outstand as at Qtr 3	BDP	BDP as at Qtr 3
	£000	£000	%	£000
Pre 2012-2013	1,204	801	100	801
2012-2013	764	407	100	407
2013-2014	1,882	841	50	421
2014-2015	0	2,055	30	617
Totals	3,850	4,104		2,246

Housing Benefit LIVE CASES	Outstand as at 1 st of April	Outstand as at Qtr 3	BDP	BDP as at Qtr 3
	£000	£000	%	£000
Pre 2012-2013	413	242	100	242
2012-2013	596	330	75	248
2013-2014	1,395	655	50	328
2014-2015	0	1,846	30	553
Totals	2,404	3,073		1,371

Over the last year there have also been new initiatives from the DWP, specifically the Real Time Information Bulk Data Matching exercise (RTI), which means the DWP is currently providing retrospective information to the authority about claimant changes not previously known to Harrow. This has resulted in a higher than normal increase in the raising of Housing Benefit overpayment debts which unfortunately is increasing the overpayments figures and adding pressure to the bad debt provision. Whilst we are addressing this for the future (the Income expectation from this source of income is being reduced in the MTFs for 2015/16), currently there is some risk that the general fund may have to contribute to this area to ensure adequate bad debt provision exists in 2014/15 if sufficient overpayments are not collected to fund the full requirement as would normally be the case.

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Capital Programme forecast at 31 December 2014

Appendix 4

Project	Original Programme	CFWD's	Adjustments	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	Slippage	Underspend after slippage
	£	£	£	£	£	£	£	£	£	£
Adults Social Care-Framework-I & IT Integration	0	140,591	0	0	140,591	140,591	70,591	-70,000	70,000	0
MOSAIC Implementation - Adults & Children's Services	250,000	522,604	0	0	772,604	772,604	202,000	-570,604	570,604	0
Milman's Day Centre - Remodeling & Refurbishment	0	0	0	0	0	0	0	0	0	0
Bedford House Boilers	0	0	0	0	0	0	0	0	0	0
Mental Health Supported Housing Repairs	0	51,078	0	0	51,078	51,078	10,078	-41,000	41,000	0
Renovation Grants	70,000	0	37,292	0	107,292	107,292	107,292	0	0	0
Disabled Facilities Grants	1,500,000	0	0	510,000	990,000	1,500,000	1,500,000	0	0	0
Disabled Facilities Grants (additional Grant)	0	50,000	0	0	50,000	50,000	0	-50,000	0	-50,000
Empty Properties & Private Sector Initiatives Grants	676,000	269,743	0	476,000	469,743	945,743	631,000	-314,743	267,743	-47,000
Headstone Manor	0	1,218,155	137,000	0	1,355,155	1,355,155	374,000	-981,155	981,155	0
Upgrading the People's Network and Installing Wi-Fi	0	43,534	0	0	43,534	43,534	43,534	0	0	0
Upgrading Library Management System	0	0	0	0	0	0	0	0	0	0
Library Centre Capital Infrastructure	300,000	43,055	0	0	343,055	343,055	243,055	-100,000	100,000	0
106 Banister Sport Pitch	1,000,000	4,000	0	1,004,000	0	1,004,000	0	-1,004,000	1,004,000	0
Library Capital Investment	0	6,988	0	0	6,988	6,988	6,988	0	0	0
Sports & Leisure Short Breaks Grant	0	0	0	0	0	0	0	0	0	0
Refurbishment of 64 Pinner Road	0	0	0	0	0	0	0	0	0	0
Stanmore Library - Meeting Room	0	0	0	0	0	0	0	0	0	0
Adults Personal Social Services - Community Capacity Grant	532,000	338,334	0	532,000	338,334	870,334	638,334	-232,000	232,000	0
Maintenance of Adults Properties	100,000	0	0	0	100,000	100,000	0	-100,000	100,000	0
Capital Strategic Reviews	0	684,633	0	0	684,633	684,633	223,000	-461,633	461,633	0
Aztec Cafe and The Bridge - Phase 1	0	15,584	0	0	15,584	15,584	15,584	0	0	0
Quality Outcome for People With	150,000	0	0	0	150,000	150,000	0	-150,000	150,000	0
Reform Of Social Care Funding	250,000	0	0	125,000	125,000	250,000	100,000	-150,000	150,000	0
In House Residential Establishment	0	0	0	0	0	0	0	0	0	0
Integrated Health Model	250,000	0	0	125,000	125,000	250,000	50,000	-200,000	200,000	0
Carers Services Charges	100,000	0	0	50,000	50,000	100,000	50,000	-50,000	50,000	0
Market Shaping And Development	250,000	0	0	0	250,000	250,000	50,000	-200,000	200,000	0
Green Deals Communities Funding	0	0	1,387,100	1,387,100	0	1,387,100	0	-1,387,100	1,387,100	0
Safeguarding Quality Assurance Quadrants (QAQ)	0	200,000	0	0	200,000	200,000	60,000	-140,000	140,000	0
TOTAL CH&W	5,428,000	3,588,299	1,561,392	4,209,100	6,368,591	10,577,691	4,375,456	-6,202,235	6,105,235	-97,000
Schools Expansion Programme - Phase 1	5,870,000	1,656,604	-725,000	6,801,604	0	6,801,604	3,876,575	-2,925,029	2,925,029	0
Schools Expansion Programme - Phase 2	14,375,000	3,066,754	0	17,441,754	0	17,441,754	9,954,000	-7,487,754	7,487,754	0

Project	Original Programme	CFWD's	Adjustments	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	Slippage	Underspend after slippage
	£	£	£	£	£	£	£	£	£	£
SEN Provision	5,325,000	1,243,284	-394,692	6,173,592	0	6,173,592	3,413,000	-2,760,592	2,760,592	0
Secondary Expansions	10,100,000	2,958,687	1,049,692	14,108,379	0	14,108,379	6,408,000	-7,700,379	7,700,379	0
Schools Expansion Programme contingency	0	0	0	0	0	0	0	0	0	0
School Amalgamation	700,000	622,959	0	1,322,959	0	1,322,959	622,959	-700,000	700,000	0
Bulge Classes	150,000	0	-26,896	123,104	0	123,104	123,104	0	0	0
Free School Meals	621,000	0	-116,000	505,000	0	505,000	400,000	-105,000	105,000	0
Schools Capital Maintenance	1,350,000	69,191	0	1,419,191	0	1,419,191	569,191	-850,000	850,000	0
Schools Expansion Programme Phase 3	1,805,000	0	0	1,805,000	0	1,805,000	100,000	-1,705,000	1,705,000	0
Devolved Formula Non VA Schools	0	736,710	333,546	1,070,256	0	1,070,256	948,000	-122,256	122,256	0
IT Development	0	910,000	0	0	910,000	910,000	106,700	-803,300	803,300	0
Catering in schools (2011-12)	0	0	0	0	0	0	0	0	0	0
High School Development (2011-12)	0	0	0	0	0	0	0	0	0	0
Whitmore School - Sports Pitch	0	64,750	25,000	89,750	0	89,750	89,750	0	0	0
Whitmore School	2,000,000	0	-462,207	1,537,793	0	1,537,793	1,537,793	0	0	0
Project Fees During Defect Period	0	0	0	0	0	0	0	0	0	0
Austistic Spectrum Disorder	0	0	0	0	0	0	0	0	0	0
Children's Centre Funding	0	0	0	0	0	0	0	0	0	0
Primary Capital Grant	0	0	0	0	0	0	0	0	0	0
Primary School No 1 - rebuild BSF	0	0	0	0	0	0	0	0	0	0
Star Old Entitlement Grant (2012-13)	0	438,100	0	438,100	0	438,100	100,000	-338,100	338,100	0
5-8 YEAR OLD CHILDREN	42,296,000	11,767,039	-316,557	52,836,482	910,000	53,746,482	28,249,072	-25,497,410	25,497,410	0
Affordable Warmth	0	86,050	0	0	86,050	86,050	86,050	0	0	0
BTP - Public Realms	0	1,405,759	17,000	0	1,422,759	1,422,759	41,504	-1,381,255	1,381,255	0
Carbon Reduction Programme 2012/13	0	262,199	0	0	262,199	262,199	262,199	0	0	0
Carbon Reduction Programme 2013/14	0	161,963	0	0	161,963	161,963	161,963	0	0	0
Carbon Reduction Programme 2014/15	1,300,000	0	-787,000	350,000	163,000	513,000	513,000	0	0	0
CCTV Camera Extension Project	0	384,862	0	0	384,862	384,862	384,862	0	0	0
CCTV Crime Reduction Cameras 14/15	575,000	0	-65,000	0	510,000	510,000	510,000	0	0	0
CCTV Enforcement Monitoring System Re-engineering	0	86,907	42,000	0	128,907	128,907	128,907	0	0	0
City Farm/Pinner Park Farm	0	717,292	-118,000	0	599,292	599,292	119,000	-480,292	480,292	0
Civic Centre Parking	0	135,245	0	0	135,245	135,245	135,245	0	0	0
Corporate Accommodation Maintenance	433,000	264,586	215,000	0	912,586	912,586	912,586	0	0	0
Development of a Consolidated, Integrated Civic One Building	0	26,268	0	0	26,268	26,268	26,268	0	0	0
Harrow Card	0	140,000	-140,000	0	0	0	0	0	0	0
Harrow Green Grid	343,000	204,377	0	297,000	250,377	547,377	271,377	-276,000	276,000	0
Harrow On Hill Station	100,000	0	0	0	100,000	100,000	100,000	0	0	0
High Priority Plan Maintenance Corporate Property	430,000	90,102	0	0	520,102	520,102	520,102	0	0	0
Highway Drainage Improvements & Flood Defence Infrastructure	525,000	177,825	30,000	0	732,825	732,825	732,825	0	0	0
Highway Improvement Programme	5,500,000	789,325	65,000	0	6,354,325	6,354,325	6,354,325	0	0	0

Project	Original Programme	CFWD's	Adjustments	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	Slippage	Underspend after slippage
	£	£	£	£	£	£	£	£	£	£
Leisure Centre Car Park CCTV	0	0	0	0	0	0	0	0	0	0
Leisure Centre Car Park Charging	0	60,000	34,000	0	94,000	94,000	94,000	0	0	0
Neighbourhood Investment Scheme	210,000	269,511	0	0	479,511	479,511	359,511	-120,000	120,000	0
Parking Management Programme	750,000	62,209	53,000	0	865,209	865,209	865,209	0	0	0
Public Realm Services – Parks, Open Spaces & Cemeteries	850,000	318,782	258,000	0	1,426,782	1,426,782	1,426,782	0	0	0
Public realm Services – Waste and Recycling	200,000	251,014	0	0	451,014	451,014	451,014	0	0	0
Roxborough Bridge Underpass CCTV	0	7,024	0	0	7,024	7,024	7,024	0	0	0
Section 106 Schemes	0	357,528	40,000	0	397,528	397,528	397,528	0	0	0
Street Lighting Improvement Programme	1,500,000	733,082	0	0	2,233,082	2,233,082	2,233,082	0	0	0
TfL Major Schemes	0	264	-264	0	0	0	0	0	0	0
TfL Principal Roads	868,000	553,390	259,254	1,680,644	0	1,680,644	1,680,644	0	0	0
TfL Transport Capital	1,206,000	872,034	-41,954	2,036,080	0	2,036,080	2,036,080	0	0	0
Town Centre Infrastructure	0	0	0	0	0	0	0	0	0	0
Town Centre Regeneration	0	2,256,513	-313,580	741,420	1,201,513	1,942,933	1,942,933	0	0	0
Transport Local Implementation Plan 2 - Programme of investment	0	0	0	0	0	0	0	0	0	0
TOTAL E&E	14,790,000	10,674,111	-452,544	5,105,144	19,906,423	25,011,567	22,754,020	-2,257,547	2,257,547	0
Council Tax Support	0	83,000	0	0	83,000	83,000	137,000	54,000	0	54,000
IT Transformation	125,000	3,544,137	-450,000	0	3,219,137	3,219,137	1,397,000	-1,822,137	1,822,137	0
My Harrow Services Account Dev Prog	0	97,094	0	0	97,094	97,094	72,094	-25,000	25,000	0
IT Improvement Project	750,000	0	0	0	750,000	750,000	0	-750,000	720,000	-30,000
SAP: Financial Leger/Systems Control Imp	0	385,592	0	0	385,592	385,592	196,200	-189,392	189,392	0
BTP - Business Support	0	0	0	0	0	0	0	0	0	0
BTP - SAP SRM Procurement	0	0	0	0	0	0	0	0	0	0
BTP CCAD - Customer Contact Assess & Decide	0	8,000	0	0	8,000	8,000	0	-8,000	8,000	0
BTP - Mobile & Flex	401,000	1,956,741	60,000	0	2,417,741	2,417,741	1,485,000	-932,741	932,741	0
BTP - Corporate Resources	0	82,000	0	0	82,000	82,000	82,000	0	0	0
BTP - PCI Cap	0	0	0	0	0	0	0	0	0	0
BTP Minor Projects	0	236,062	0	0	236,062	236,062	66,062	-170,000	150,000	-20,000
SAP Minor Developments	0	70,361	0	0	70,361	70,361	70,361	0	0	0
ICT Infrastructure & Corporate Applications	0	729,890	100,000	0	829,890	829,890	311,348	-518,542	490,542	-28,000
IT Corporate System Refresh	1,300,000	0	350,000	0	1,650,000	1,650,000	142,000	-1,508,000	1,365,000	-143,000
LAA Performance Reward Grant	0	128,374	0	0	128,374	128,374	15,000	-113,374	113,374	0
BTP - Hardware Refresh	213,000	488,424	0	0	701,424	701,424	363,424	-338,000	326,000	-12,000
Loan Payment - Capital	6,624,000	1,199,345	0	0	7,823,345	7,823,345	7,375,345	-448,000	448,000	0
Small Schemes (Council wide)	0	312,857	-219,662	0	93,195	93,195	17,630	-75,565	75,565	0
IER Grant	0	0	32,370	0	32,370	32,370	17,370	-15,000	15,000	0
TOTAL RESOURCES	9,413,000	9,321,877	-127,292	0	18,607,585	18,607,585	11,747,834	-6,859,751	6,680,751	-179,000

Project	Original Programme	CFWD's	Adjustments	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	Slippage	Underspend after slippage
	£	£	£	£	£	£	£	£	£	£
TOTAL GENERAL FUND	71,927,000	35,351,326	664,999	62,150,726	45,792,599	107,943,325	67,126,382	-40,816,943	40,540,943	-276,000
Housing Programme	7,527,000	949,000	0	0	8,476,000	8,476,000	6,057,550	-2,418,450	1,810,200	-608,250
Grant Funded Extensions	0	0	0	0	0	0	0	0	0	0
Aids & Adaptations	0	0	0	0	0	0	0	0	0	0
Affordability Housing	2,000,000	0	0	0	2,000,000	2,000,000	713,000	-1,287,000	1,287,000	0
TOTAL HRA	9,527,000	949,000	0	0	10,476,000	10,476,000	6,770,550	-3,705,450	3,097,200	-608,250

**REPORT FOR: PERFORMANCE AND
FINANCE SUB
COMMITTEE**

Date of Meeting:	26 th March 2015
Subject:	School Travel Plans Update
Responsible Officer:	Caroline Bruce - Corporate Director, Environment & Enterprise
Scrutiny Lead Member area:	Policy Lead Member – Councillor Jeff Anderson Performance Lead Member – Councillor Manjibhai Kara
Exempt:	No
Wards affected:	All
Enclosures:	Appendix A – Status of School Travel Plans in the borough

Section 1 – Summary and Recommendations

This report sets out details of the current position with regard to the status of School Travel Plans within the borough

FOR INFORMATION

Section 2 – Report

Introduction

- 2.1 The Council's Transport Local Implementation Plan (LIP) sets out its policies and programmes which are designed to meet the requirements of the London Mayor's Transport Strategy (MTS) locally in Harrow and have been approved by the Mayor. A common theme of the Council's LIP, the Mayor's MTS and national transport policy is the need to move towards the use of more sustainable transport and this is particularly relevant to schools.
- 2.2 The occurrence of traffic congestion, obstruction and road safety problems outside schools is caused by an excess of private car trips to schools at opening and closing times and the Council's strategy for mitigating these impacts is to reduce the number of car borne trips and to increase walking, cycling and public transport modes instead.
- 2.3 This is facilitated through the development of a school travel plan by the school through engagement with the school community and assisted and supported by the Council's school travel planners. This is a particularly challenging area of work as it requires the school to take ownership of a Travel Plan under the directive of the Head teacher, and to encourage and persuade the school community to choose to use sustainable modes of transport. The focus is therefore on proactive rather than reactive initiatives and measures that will create a healthier and cleaner environment.

Current Position

- 2.4 The schools are encouraged to produce and keep up to date a School Travel Plan (STP) which is a policy document written by a school in consultation with its pupils, parents and staff to address travel and transport issues in and around the school. The STP is owned by the school. An STP should be updated on an annual basis and includes a survey on how pupils and staff travel to school.
- 2.5 The Council's dedicated Travel Planners support the schools by providing an integrated approach to reviewing transport initiatives and problems and take account of the main issues and complaints highlighted around schools. This information is used to identify any travel behaviour changes required, any physical changes to the highway to support alternative travel modes and any enforcement initiatives that can mitigate any detrimental behaviours in order to achieve a better travel environment. This advice and guidance is provided to the school to help with the development of an effective STP.
- 2.6 As a part of the current school expansion programme the Council has a dedicated Travel Planner who works in partnership with the schools

which are expanding to help them develop strategies and measures for their STP to encourage a higher level of walking, cycling and public transport travel. The intention of this is to proactively limit any increase in private car usage due to the expansion that could affect the local environment.

- 2.7 School Travel Plans are a powerful way to influence parental behaviour and have been proven to encourage walking to school and actually reduce car use. Schools are encouraged to apply for accreditation through STARS (Sustainable Travel: Active, Responsible, Safe), A Transport for London led scheme. STARS provide bronze, silver and gold standards of accreditation based on the performance of the STP. In general terms the more initiatives a school delivers and the greater the changes in behaviour, the higher the STARS Accreditation award.
- 2.8 The programme provides a framework and support for nurseries, schools, colleges and academies to help them put accredited school travel plans in place. It rewards educational establishments for their achievements and commitment to encourage walking, cycling and road safety.
- 2.9 The programme helps schools to identify issues, set targets, monitor progress and celebrate success. Over 45% of London schools are currently part of the STARS accreditation scheme. STARS accredited schools have delivered over 15,000 travel initiatives such as cycle training, walking incentive schemes, independent travel skills training and campaigns to reduce congestion around the school site. Year on year, more and more schools are joining the STARS programme as they realise the benefits for their school, their pupils, their teachers and the entire school community.
- 2.10 TfL have a website dedicated to STARS, which provides support for schools. Harrow Council has a website, which is designed to assist schools in developing and updating their STP, making the process as simple as possible. The accreditation application has a number of categories and schools applying are encouraged to upload evidence throughout the academic year to demonstrate they meet the criteria. Applications are submitted to TfL in the summer term.
- 2.11 Participation in the STARS programme is voluntary however it has the following benefits for the whole school community:
 - Improved school grounds with provision for bicycle storage (where possible)
 - A more accessible school site
 - Fewer cars, less congestion and improved air quality around the school
 - Healthier, more productive and active pupils, families and staff
 - Improved attendance and academic success

- Recognition within the school, the local community and across London or travel-related achievements
 - Skills, knowledge and experience to make informed travel choices and equipping young people with valuable life skills to travel actively, safely and responsibly.
 - Encourages pupil participation and empowerment, benefiting pupils' personal development through the Junior Travel Ambassador (JTA) and Youth Travel Ambassador (YTA) schemes
- 2.12 **Appendix A** gives details of all existing schools in the borough with STP's and their current status within the STARS programme. The majority of schools that write a STP will become accredited at bronze level.
- 2.13 There are two gold accredited schools with a further seven school anticipated to achieve gold status soon.

School expansion programme

- 2.14 There are 61 publicly funded schools in the borough and the available resources to provide a regular and visible presence at the schools is limited to 2 travel planning officers and a road safety officer. This is compounded by the fact that half of Harrow's primary schools are expanding and the demands being placed on this resource is increasing. The impact of school expansions is incremental over a 7 year period and consideration is being given to the necessary initiatives required to mitigate the potentially detrimental impacts of car travel resulting from the increasing size of the school population.
- 2.15 Each school expansion in the programme has an independent transport assessment undertaken to review all the current and future issues and recommends any necessary actions required. These findings are reported to the planning committee when the planning applications for the expansion schools are considered. Most recommendations involve amending the school travel plans and sometimes identify highway interventions needed to support the school travel plan. Any highway works need to be incorporated into forward work programmes based on when the school is expected to expand. School travel plans are revised and improved in advance of the school expansion and are generally a condition of the planning permission setting targets for the different levels of STARS accreditation.

Future programme of work

- 2.16 The principle aim of the school travel planning initiative remains the same going forward and is intended to reduce the number of children taken to school in private vehicles, to encourage greater participation by schools in developing an STP, to improve the effectiveness of the STPs and to seek higher levels of STARS accreditation.

- 2.17 The initiatives are often presented as environmentally friendly programs that increase physical activity among children, resulting in benefits far beyond that of reduced traffic congestion. They are designed to change both parents' and students' behaviour and provide incentives for participating which can go a long way toward achieving congestion reductions. The councils Travel Planners arrange regular workshops with the schools to help them with the development of the STP and have a programme of events outside schools to discourage parents from using the motor car.
- 2.18 There is an on-going programme of consultations with schools which is monitored using a schools web based database. This database lists all the schools in the borough indicating when they were last visited and the status of their STP. Schools are encouraged to sign up to the TfL STARS accreditation scheme.
- 2.19 The intention for the coming year is to have 46 schools signed up to the STP process by the end of 2015\16. This is currently being set up as a directorate performance indicator which will indicate the percentage of participating schools with STPs.

Financial Implications

- 2.20 Funding is made available from TfL to support development of STP's and implementation of physical measures and initiatives to promote sustainable transport.
- 2.21 In the 2014/15 financial year £50,000 was allocated through the councils Local Implementation Plan funded by TfL to introduce physical measures such as zebra crossings, pedestrian refuges and £80,000 for sustainable transport initiatives / promotions.

Performance Issues

- 2.22 There is performance monitor for travel to school which is reviewed annually by the Environment & Enterprise department. This measures the overall proportion of children travelling to school by car. The performance data is gathered via surveys undertaken in the schools by school travel planning staff. Improved performance is indicated by a reducing percentage.
- 2.23 Currently about 30% of travel to school is by private car and this situation has been relatively stable in recent years. The aim is to see a reduction in this percentage in the next few years.

Environmental Impact

- 2.24 The implementation of school travel plans has a beneficial impact on the environment and the delivery of both the council's Transport Local

implementation Plan and the council's climate change strategy. The key benefits are:

- Fewer journeys by car, less congestion, less pollution and improved air quality around the school,
- A safer and less threatening road environment that is more conducive to walking and cycling,
- Healthier lifestyles through greater levels of walking and cycling with improved long term attitudes in the young to exercise and mobility,
- Improved long term attitudes in the young to the use of sustainable transport as an alternative to the private car.

Risk Management Implications

- 2.25 The school travel planning programme relies upon engagement with the key stakeholders in the school community in order to achieve positive outcomes. It is difficult to quantify how successful these initiatives can be as there are no obligations on people which dictate how they travel and they therefore have complete freedom of choice. These programmes are therefore reliant on using influence and promotional activities to achieve behaviour change and so it is difficult to risk manage them.
- 2.26 Any highway interventions proposed to support school travel planning initiatives are included within the Directorate risk register for highway improvements. These cover the need for projects to comply with budgetary, project management and safety risks identified.

Equalities Implications

- 2.27 Was an Equality Impact Assessment carried out? Yes, this area of work has been assessed as a part of the Council's Transport Local implementation Plan which was subject to an EqIA. The key benefits are for the disabled, elderly and young.

Council Priorities

- 2.28 The funds allocated by TfL and Harrow for school travel plans and any associated transport improvements will contribute to achieving the administration's priorities of:
- Making a difference for the vulnerable
 - Making a difference for communities
 - Making a difference for local businesses
 - Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 11/03/15		
Name: Mathew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 16/03/15		

Ward Councillors notified:	YES
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Section 4 - Contact Details and Background Papers

Contact:

Barry Philips
Tel: 020 8424 1437, Fax: 020 8424 7662, E-mail: barry.philips@harrow.gov.uk

Background Papers:

Current STP's

	School Name	Accreditation 2013/14	Accreditation 2014/15	Target 2015/16	Comments
1	Alexandra School	Active Plan	Bronze	Bronze	School actively engaged – cycle club
2	Alpha Preparatory School	-	Bronze	Bronze	School actively engaged
3	Avanti House	-	-	Bronze	STP - complete
4	Aylward Primary School	-	Bronze	Bronze	School actively engaged
5	Belmont School	Silver	Silver	Gold	Recommended for gold
6	Bentley Wood High School	-	Bronze	Silver	Recommended for silver - active
7	Buckingham College Prep School	-	-	-	Engagement planned in the future
8	Cannon Lane Primary School	-	Bronze	Bronze	Expecting bronze
9	Canon High School	Bronze	-	Bronze	Needs further engagement
10	Cedars Manor	Bronze	-	Bronze	STP completed Feb 15
11	Earlsmead Primary School	Active Plan	Bronze	Bronze	School actively engaged
12	Elmgrove Primary	Active Plan	Active Plan	Bronze	Work shop planned
13	Glebe Primary School	Silver	Silver	Silver	Working towards gold
14	Grange Primary School	Bronze	Bronze	Silver	Working towards silver
15	Grimsdyke School	-	-	Bronze	STP completed Feb 15
16	Harrow School	-	-	-	School refuses to engage
17	Harrow High School	-	-	-	Work shop planned
18	Hatch End High School	-	-	-	Work shop planned
19	Heathfield School Pinner	Bronze	Bronze	N/A	School relocated to Hillingdon
20	Heathland School	Active Travel	-	-	Work shop planned
21	Kenmore Park Infant and Nursery	Silver	Silver	Silver	Working towards gold
22	Kenmore Park Junior School	-	Bronze	Bronze	Need to engage for silver
23	Kingsley SEN	-	Active STP	Bronze	Work shop planned
24	Krishna Avanti Primary School	Silver	Silver	Silver	Working towards gold
25	Longfield Primary School	Bronze	Bronze	Silver	Working towards silver
26	Marlborough Primary School	Bronze	Silver	Silver	Maintain silver more work required for gold
27	Newton Farm Infant /Junior School	Silver	Silver	Gold	Working towards gold
28	Norbury School	Silver	Gold	Gold	Maintain gold status
29	Nower Hill High	-	Bronze	Silver	Expect Silver status
30	Orley Farm School	-	-	Bronze	Engagement required

31	Park High School	-	-	Bronze	Meeting planned working towards bronze
32	Pinner Park infant / Junior School	-	-	Bronze	Working towards – engagement required
33	Pinner Wood School	-	-	Bronze	Meeting planned working towards bronze
34	Priestmead School	-	Bronze	Silver	Working towards silver
35	Quainton Hall School	-	Bronze	Bronze	Maintain bronze status
36	Reddiford School	Active Travel	Silver	Silver	Maintain silver status
37	Rooks Heath College	Active Travel	Active Travel	Bronze	Bronze –require further engagement
38	Roxbourne Primary School	Active Travel	Bronze	Bronze	Maintain bronze status
39	Salvatorian College	-	-	Bronze	STP complete
40	Shaftesbury High School	-	Bronze	Bronze	Maintain bronze status
41	St Anselm's Catholic Primary School	Bronze	Bronze	Gold	Going for gold
42	St Bernadettes School	Active Travel	-	Bronze	Going for bronze
43	St George's Primary School	-	Bronze	Bronze	Maintain bronze status
44	St John Fisher RC Primary School	Gold	Gold	Gold	Gold School flagship
45	St Joseph's Catholic Primary School	Silver	Silver	Gold	Trying for gold
46	St Teresa's RC Primary School	Silver	Silver	Silver	Maintain silver possible gold with help
47	Stag Lane Infant School	-	-	Bronze	Started STP process keen to get bronze
48	Stag Lane Junior School	-	-	Bronze	Started STP process keen to get bronze
49	Stanburn Infant School	Bronze	-	Bronze	Initial contact this year possible bronze
50	Stanburn Junior School	Bronze	-	Bronze	Initial contact this year possible bronze
51	The John Lyon School	-	Bronze	Active STP	meetings planned
52	Vaughan Nursery Primary School	Silver	Silver	Gold	Going for gold
53	Weald Infant and Nursery School	Bronze	Bronze	Bronze	Maintain bronze status
54	Weald Junior School	-	-	Bronze	Working towards silver
55	Welldon Park Infant and Nursery School	Silver	Silver	Silver	Maintain silver status possible gold
56	West Lodge School	Active Travel	Silver	Silver	Maintain silver this year
57	Whitchurch First School	-	Bronze	Bronze	Going for silver
58	Whitchurch Junior School	-	Bronze	Bronze	Going for silver
59	Whitefriars Community School	-	Bronze	Bronze	Working towards silver
60	Whitmore High School	-	Silver	Silver	Maintain silver gold next year
61	Woodlands SEN/ Camrose Primary	-	-	Bronze	Working towards bronze,silver in two years

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