

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Monday 21 March 2016

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Phillip O'Dell

Councillors:

Jeff Anderson
Primesh Patel

Richard Almond
Barry Macleod-Cullinane

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 - 12)

That the minutes of the meeting held on 9 December 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, Wednesday 16 March 2016. 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 13 - 68)

Report of the Director of Finance

8. REVENUE CHALLENGE PANEL - SIX MONTH REVIEW (To Follow)

Report of the Director of Finance.

9. CAPITAL CHALLENGE PANEL - SIX MONTH REVIEW (To Follow)

Report of the Director of Finance.

10. LIBRARIES CHALLENGE PANEL - SIX MONTH REVIEW (Pages 69 - 134)

Report of the Corporate Director, Community.

11. 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

9 DECEMBER 2015

Chair: * Councillor Phillip O'Dell

Councillors: * Richard Almond * Barry Macleod-Cullinane
 * Mrs Chika Amadi (1) * Primesh Patel

In attendance: Sue Anderson Minute 54
(Councillors) Simon Brown Minute 52
 Anne Whitehead Minute 52

* Denotes Member present
 (1) Denotes category of Reserve Members

47. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

<u>Ordinary Member</u>	<u>Reserve Member</u>
Councillor Jeff Anderson	Councillor Chika Amadi

48. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 9 – Adult Services Complaints Annual Report (Social Care Only) 2014-2015

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was the Portfolio Holder during the first three months of the period covered

by the report. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 11 – Community Grants Scheme 2014-2015

Councillor Richard Almond declared a non-pecuniary interest in that he was a Council appointed representative on the Citizens Advice Bureau. He would remain in the room whilst the matter was considered and voted upon.

Councillor Sue Anderson declared a non-pecuniary interest in that she was a Council appointed representative on the Harrow Heritage Trust . She would remain in the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was employed by the Citizens Advice Bureau. He would remain in the room whilst the matter was considered and voted upon.

49. Minutes

RESOLVED: That the minutes of the meeting held on 16 July 2015, be taken as read and signed as a correct record.

50. Public Questions, Petitions and References from Council and Other Committees/Panels

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

RESOLVED ITEMS

51. Revenue and Capital Monitoring

The Sub-Committee received a report of the Director of Finance on the revenue and capital monitoring for quarter 2 as at 30 September 2015, which was due to be considered by Cabinet on 10 December 2015.

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

Q – Why was the RAG (red, amber, green) tracker key used in the report different to that used elsewhere in the Council? Could consideration be given to the inclusion of low red, high red and direction of travel to enable more detailed consideration?

A – The blue rating indicated that the saving had been achieved and banked and therefore further review was not required. It was noted that direction of travel was discussed in relation to performance analysis and was not used in quarterly budget monitoring. The information provided by Finance was in the form of a commentary rather than ‘ups and downs’.

- Q – Why was it necessary to draw from contingency monies, why were there so many contingency funds and how did separate funds help in managing finances?
- A – Contingency funds were created for specific reasons because the use of one general fund could not identify that expenditure complied with the intended use. Any combination of such funds would defeat this purpose. The provision of greater detail on the contingency funds aimed to prevent complications at the year end. The system improved accountability for Corporate Directors.
- Q – As two months had elapsed since the production of the second quarter information, could updates be circulated at the meeting in order to update the information? Could consideration be given to the circulation of the monthly monitoring reports considered by CSB and viewed by Portfolio Holders, therefore ensuring that the Sub-Committee received up to date information to enable timely scrutiny of problem areas? The November report would be relevant for this meeting.
- A – The quarterly monitoring process monitored various budgets at various frequencies based on risk. It was a forecast for the year and had been smoother than previous years. The comments raised would be discussed.
- Q – What percentage determined whether a saving would be unachievable and therefore flagged as red? For example, garden waste remained amber despite a reduction of £850,000 in the saving envisaged.
- A – The garden waste saving could have remained amber because mitigating action had been identified. Delays on the achievement of savings had resulted in one-off in year mitigation.
- Q – What was the timeframe for no draw down until monies were returned to the general fund?
- A – Depending on the type of expenditure, some contingency funds remained until year end at which point it was decided whether transfer to the general contingency fund was appropriate. Contingency funds could not be transferred to the following financial year. An annual review was undertaken as to whether a contingency fund was required for the following financial year. The creation of a number of contingency funds enabled more efficient tracking and aided transparency on their use at year end.
- Q – With regard to CHW03 and BSS01, the report indicated that the review of Business Support Services was not on target but did not indicate the shortfall. What was the effect on the Adults Transformation budget?
- A – The tracker would be updated for the next monitoring report. Paragraph 68 to the report referred to staff savings not being on track and stated that the central scanning project had been delayed pending IT supplier support. Officers continued to explore the reduction of the

projected overspend in the Business Support service for transformation.

Q – Would delays to savings and IT failures relating to the Capita contract be fed back as part of the negotiations at the closing of accounts? The savings for the PRISM project amounted to less than 7% of the intended saving.

A – The departments concerned were required to identify alternative savings. The Chair suggested that the Scrutiny Leads consider the effect of unachieved savings on the Transformation Programme Plan programme and determine whether a scrutiny review would be helpful.

Q – What was the worse case scenario for the School Expansion Programme budget?

A – The worse case scenario was just over £4million and the best case just over £2.5 million, the latter could be covered by the contingency fund. Discussions were taking place with Keepmoat regarding liabilities.

Q – What was the impact on services to residents of the forecast Housing Revenue Account underspend of £11.233m as the cost element was not captured?

A – An examination of the key areas for quarter 3 would provide further information.

Q – Why did paragraph 91 of the report state that the capital programme forecast at quarter 2 was 76% of the total capital whilst paragraph 169 stated that the current projection was 92%?

A – The officer undertook to confirm whether the variation was due to slippage.

The Chair thanked the Director of Finance for her presentation.

RESOLVED: That the report be noted.

52. Children and Families Services' Complaints Annual Report 2014-2015 and Adult Services Complaints Annual Report (Social Care only) 2014-2015

The Corporate Director People introduced the reports and drew the attention of the Sub-Committee to the notable improvement in performance for both the Children and Families Services and Adult Services (Social Care only) annual reports for 2014-2015. It was reported that all priorities had been met.

It was reported that the relative slow escalation rate of complaints between stages of the process reflected the efforts made by officers to understand and address concerns raised as complaints or representations at an early stage. That only one stage 2 complaint for Adult Services had been received during the year, was considered to be as a result of this approach.

The Sub-Committee discussed the increased involvement of MPs and Councillors in complaints. In response to questions, it was reported that it rarely duplicated a public complaint and arose from the introduction of the Councillor portal, complainants dissatisfied with stage 1 results copying them into correspondence when a resolution meeting was offered, and those unaware of the process or who had not experienced one that worked well in another context. The complainant may not have considered writing directly but had had Councillor contact. An officer undertook to circulate the response notification.

Members considered that a questionnaire would be a useful tool in establishing the reasons for the choice to access the process via a MP or Councillor, and to include questions such as what was a positive experience of their contact with the team and what was not quite so positive.

In response to questions, the Sub-Committee was informed that:

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- the 10 working days timescale was in common with neighbouring boroughs. The deadline was extended to 20 days for complex complaints;
- the vast majority of complaints were in relation to social care and were often complex. Some decisions, whilst correctly processed, would not be what the complainant wanted to hear and although the complainant persisted the decision could not be changed.

A Member referred to the increase in African ethnic origin complaints from 4 to 8. It was reported that the data had been interrogated to reduce the number whose ethnic origin was not recorded which had halved in 2014 but had correspondingly resulted in increases within ethnic groups. The officers were working with community groups and younger people to increase the number of complaints received. The Sub-Committee discussed how to empower adult service users to complain as currently all such complaints were made by the relative or partner as the service users were mostly older and it was challenging for them to complain. Work was taking place with the Third Sector and Age UK regarding complaint procedures and social workers distributed leaflets, particularly to those living alone.

The Corporate Director People expressed his appreciation of the officers for the service provided.

RESOLVED: That the annual reports be noted.

53. Equality and Diversity Annual Report

The Sub-Committee received a report which set out the key work undertaken in Harrow to meet the Council's Corporate Equality Objectives in 2014/15, the performance against the related targets, and what areas would be prioritised in 2015/16. The document incorporated the Annual Progress report.

In response to a question as to how the key priority of increasing hate crime reporting would be met, the Sub-Committee was informed it would be by way of a contract with Stophate UK and through the police. Feedback from a community reassurance event with community leaders in response to the Paris attacks indicated an awareness of underreporting. The need to work with community leaders to increase confidence and understand issues was recognised as it was important that the police received evidence, such as a description, in order to prosecute.

A Member stated that it was important to ensure that goals were measurable and that the method of measurement was clear. An officer stated that key areas were first identified, performance objectives created, work planning undertaken and governance structures clear.

As part of a discussion on the priority of changing accepted or tolerated norms to influence behaviour relating to female genital mutilation, the Sub-Committee was informed that the initial step was to raise awareness. The level of risk could be associated in accordance with the proportion of the Harrow population from those areas where FGM was, according to national research, most commonly practised. There was a legal duty to report, and Harrow had moved quickly with regard to FGM in 14/15 by working with schools, being vigilant and assertive whilst working with communities to make change. Members were signposted to other strategic sites such as the Local Safeguarding Board, Safer Harrow and the Health and Wellbeing Board.

The Employees' Consultative Forum had considered the under-representation on the workforce profile against protected characteristics as pay bands increased, in particular that there were no BAME in the top band. The officer reported that data showed the workforce to be fairly static. The staff survey data indicated nearly double considered themselves to be disabled compared to other sources. Dal Babu, in his 2014 report, had presented a number of recommendations to increase BAME representation in senior management grades. A number of initiatives had been introduced to support this such as targeting the future leadership to BAME employees. The officer would discuss the progression of such initiatives with the Portfolio Holder for Public Health, Equality and Wellbeing and Divisional Director HRD & Shared Services. In addition discussion would be undertaken with the Mayor as to how he could raise awareness as part of his role.

RESOLVED: That the progress made against the Corporate Equality Objectives in 2014/15 be noted.;

54. Community Grants Scheme 2014-2015

The Sub-Committee received a report which set out information on the monitoring of projects awarded grant funding in 2014-2015 and presented a summation of service delivery provided by those organisations as part of the end of year monitoring process. It also tried to demonstrate the outcomes delivered to and for the community of Harrow to determine the value that the grants programme had brought to the borough.

The Divisional Director Strategic Commissioning reported that the information provided for both Outcome Based Grants and Small Grants detailed what each organisation received, the amount spent, the targeted beneficiaries and the actual beneficiaries. The appendices, which were not discussed at the meeting, covered the expected impact.

It was noted that a reduction in the staffing resources available for the Community Grants Scheme from 1.5 fte (full time equivalent) to 0.5fte from the start of the 2015 year, which was during the review period, had resulted in there being a number of areas on which officers were still seeking clarification and these were highlighted in the report. The officer also managed the Small Grants Scheme.

The Sub-Committee discussed the monitoring and it was noted that a visit by the funding department normally took place at six months, at which time adjustment could be made as appropriate. The full year monitoring was intended to be a light touch. The Council could require the production of evidence at any time. Members would have the opportunity to feed into a Member led review which included outcomes as the Council wanted to be confident that value for money was obtained.

In response to a question, Members were informed that Harrow Community Action provided website and technical support to the Voluntary Community Sector forum to which all voluntary organisations belonged.

A Member sought information as to the weight given to the determination of identifying the achievement of an activity and it was noted that a formulae was applied to questions on the application form which included the number of possible beneficiaries, the definition of which was broad. The officer undertook to circulate the scoring sheet to Members of the Sub-Committee. When outcome based grants were awarded the Panel did not award 100% so negotiations took place according to the level. A lot of things were being done where there was clear evidence of social good in Harrow.

RESOLVED: That the report be noted.

55. Termination of meeting

In accordance with the provisions of Committee Procedure Rule 14 (Part 4B of the Constitution) it was

RESOLVED: At 9.55 pm to continue until 10.10 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 & Finance
Scrutiny Sub –
Committee**

Date of Meeting:	21 March 2016
Subject:	Revenue and Capital Monitoring
Responsible Officer:	Dawn Calvert, Director of Finance
Scrutiny Lead Member area:	Performance Lead Member – Councillor Primesh Patel Policy Lead Member – Councillor Stephen Wright
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1 – 18 February 2016 Cabinet Report: Revenue and Capital Monitoring for Quarter 3 as at 31 December 2015

Section 1 – Summary and Recommendations

This report includes as an appendix, the Revenue and Capital Outturn monitoring report considered at the 18 February 2016 Cabinet meeting for 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

Introductory paragraph

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 forecast position as at Quarter 3 31 December 2015.

Financial Implications

These are contained within the Cabinet report attached.

Performance Issues

These are contained within the Cabinet report attached.

Environmental Impact

There are no direct impacts.

Risk Management Implications

These are contained within the Cabinet report attached.

Equalities implications

Was an Equality Impact Assessment carried out? No

The report is for noting and comment 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: Steve Tingle (steve.tingle@harrow.gov.uk), Senior Financial Advisor: Strategic Finance
Tel: 020 8420 9384

Background Papers: None

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REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Revenue and Capital Monitoring for Quarter 3 as at 31 December 2015
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
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) as at 31 December 2015 Appendix 2 – MTFs 2015/16 to 2018/19 Savings Tracker Appendix 3 - Debt Management 2015/16 Appendix 4 – Capital Programme as at 31 December 2015

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at Quarter 3 2015/16 (31 December 2015).

Recommendations:

1. That Cabinet note the revenue and capital forecast positions detailed in this report as at Quarter 3 2015/16.
2. That cabinet approves the write off of debts totalling £32k in the HRA as detailed in paragraph 36.
3. That Cabinet approves the virement of £1.365m from the SEP2 contingency to the School Expansion Phase 2 Programme as set out in paragraph 131.
4. That Cabinet approves an addition to the capital programme of £7.5k funded from s106 in respect of Station Road Highway and Environmental Improvements as detailed in paragraph 142.

Reason: (For recommendation)

To report the 2015/16 forecast financial position as at 31 December 2015 and to seek approval for budget adjustments which require Cabinet approval under the Financial Regulations.

Section 2 – Report

INTRODUCTION

1. The net forecast position at Quarter 3 on Revenue is for an overspend of £1.928m on Directorate budgets, after mitigating actions of £2.625m have been allowed for. This reduces to nil after assumed use of contingency of £0.858m and £1.070m of savings on central budgets.
2. The net forecast position on General Fund capital at Quarter 3 is for it to be under budget by £28.992m, comprising of slippage of £27.268m and underspends of £1.724m. The forecast for HRA Capital is for spend to be under budget of £11.975m, which is all slippage.

REVENUE MONITORING

3. The Quarter 3 forecast indicates a directorate overspend of £1.928m. This is after having taken mitigating actions of £2.625m as identified in the Quarter 2 report to December Cabinet. Corporate savings of £1.070m have been identified and these taken together with an assumed use of the corporate contingency of £0.858m enable a balanced position to be achieved. The balanced position is achieved with £4.6m of one off mitigations, mainly the use of earmarked reserves and other income and directorates continue to seek further on-going mitigating actions.

4. Cabinet agreed in-year savings of £2.468m in July for implementation with immediate effect. The savings were agreed to contribute £1m each to reserves for Welfare Reform/ Homelessness and for Commercialisation and £468k to the MTFs implementation reserve. The variances now reported allow for these savings being achieved in full. Table 1 below summarises the Quarter 3 revenue position and Appendix 1 provides more detail:

Table 1: Revenue Monitoring – Quarter 3 2015/16

	Revised Budget	Forecast Outturn before Mitigations	Quarter 3 Variance	One off income / earmarked reserves	Quarter 3 Variance after Mitigations	Variance	Quarter 2 Variance	Movement Q2 to Q3
	£000	£000	£000	£000	£000	%	£000	£000
Resources & Commercial	20,512	20,526	14	0	14	0.1%	(43)	57
Community	44,383	47,200	2,817	(1,759)	1,058	2.4%	852	206
People	104,627	106,042	1,415	(866)	549	0.5%	94	455
Regeneration	3,236	3,090	(146)		(146)	(4.5%)	(100)	(46)
Business Support	2,106	2,559	453		453	21.5%	500	(47)
Total Directorates	174,864	179,417	4,553	(2,625)	1,928	1.1%	1,303	625
Corporate Items	(8,731)	(9,801)	(1,070)		(1,070)	12.3%	(638)	(432)
Corporate Contingency	1,248	390	(858)		(858)		(665)	(193)
Total Budget Requirement	167,381	170,006	2,625	(2,625)	0	0.0%	0	0

RESOURCES & COMMERCIAL

Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000
(43)	14	57

5. At quarter 3, Resources is forecasting to overspend by £14k, this is an adverse movement of £58k compared to quarter 2. The main reasons are salary costs which cannot be capitalised in Business Transformation Project Client team (£83k), reduced availability of Sopra Steria transition reserve (£90k), payment for disaster recovery to Sopra Steria (£40k) and running costs of a new learning management system (£36k).
6. The above is mitigated by a reduction in bad debt provision for over payment for Housing benefit (£50k), backdated trade union check off admin fees (£58k), additional income by Sims team (£25k) additional contribution to overheads from Harrow and Barnet Public Law shared services (£26k) vacancy freeze in Human Resources whilst exploring shared service options (£17k) and printing true up income (£13k).
7. Following the ending of the IT contract with Capita, end of contract commercial exit negotiations are underway. The results of which are not factored into the forecast.

COMMUNITY DIRECTORATE

8. At Quarter 3 the Community Directorate is forecasting an overspend of £1.058m compared to £0.852m at Quarter 2, an increase in overspend of £206k.

	Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000	One-off income / earmarked reserves included £000
Env & Comm	(25)	(24)	1	(759)
Cultural	102	102	-	0
Housing GF	775	980	205	(1000)
Total	852	1058	206	(1759)

Environment & Commissioning

Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000	One-off income / earmarked reserves included £000
(25)	(24)	1	(759)

9. At Quarter 3, Commissioning & Environment are reporting an under spend of £24k [0.1%] over the total net controllable budget of £18.7m.
10. In the main, the net under spend is a result of an overachievement of income offset in part by unachieved MTFS savings.
11. There is a forecast overachievement of income of £0.928m, consisting of £0.768m from Breakspear Crematorium, of which £0.659m is one off; and £160k additional income from corporate estates, of which £100k is one off. There is also an underspend of £163k on directorate contingency and a forecast drawdown on the Business Risk Reserve in relation to WLWA costs of £118k.
12. The main over spend relates to an amber rated MTFS saving associated with the changes of garden and food waste collection system. A separate food waste collection service commenced in October 15. It is anticipated that this will result in an increase in recycling tonnage on food waste and will yield a part year saving on disposal costs. However the full 15/16 saving will not be achieved due to the decision to delay the implementation of garden waste charging until 1st April 2016 which leads to a pressure of around £0.8m this year.
13. The other significant over spend relates to route optimisation. The original saving anticipated in previous MTFS was £0.6m in total. A full review on waste collection routes has been undertaken, and revised

routings were implemented in January 15. The review, however, confirms that the actual efficiencies are less than those assumed in the original model as part of PRISM project. This has led to an ongoing unachieved saving of £353k.

14. Of the £4.632m 15/16 MTFS targets, there are two red rated savings totaling £385k. £375k relates to the review of car parking charges to deal with capacity issues. The pressure is being contained by a forecast over achievement of other parking income. £10k relates to winter gritting saving which will be achieved in full in 16/17.
15. The total saving assumed in the MTFS for the separate food and garden waste collection regime is £2.68m. However the potential saving to be achieved is now estimated to be in a region of £1.6m per year, based on an assumed participation rate in the garden waste scheme of 35% and the latest operational data on food waste recycling which is being used to plan the number of rounds and vehicles required to continue the success of the separate food waste collection. This will lead to an on-going pressure of £1.08m. For 2016/17, a one-off saving of £670k has been identified as part of the WLWA levy arrangements which can be used to partially mitigate the pressure.

Cultural Services

Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000
102	102	0

16. Cultural Services are reporting a projected overspend of £102k against a controllable budget of £2.940m. The overspend largely relates to forecast partial/non achievement of MTFS savings for Arts and Heritage (£71k) and libraries (£31k).
17. Arts and Heritage's adverse variance relates largely to forecast non-achievement of room rental income at Harrow Arts Centre (HAC). Cabinet received a report in January which detailed the ongoing requirement for subsidy at the Arts Centre in 2016/17 under new governance arrangements and the draft budget assumes a subsidy of £431k in the next financial year.
18. Libraries' adverse variance relates to partial non achievement of MTFS savings due to delayed finalisation over closure of libraries. The pressure this year is partially offset by the one-off saving in relation to the provision for early exit on libraries contract. An on-going pressure of £77k exists in 16/17 but will be mitigated by a reduction in the libraries' book fund.

Housing General Fund

Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000	One-off income / earmarked reserves included £000
775	980	205	(1000)

19. The reported pressure at Quarter 3 is £980k after the proposed draw down of £1m from the Welfare Reforms/Homelessness reserve to offset the homelessness pressures, a deterioration of £205k against Quarter 2 due mainly to increased estimated repayments to be made to DWP in respect of B&B rates. Without the draw down from the reserve, the pressure would instead be £1.980m.
20. The £2m pressure relates mainly to homelessness and is expected to continue in 2016/17 due to the combined impact of a shortage of affordable accommodation in London, rapidly increasing rents in the private rented sector and the Government's welfare reforms placing increased pressures on household incomes. These factors continue to drive extraordinary growth in the number of families becoming homeless across London and are expected to mask the savings accruing from the Council's Property Purchase Initiative which was predicated on there being no further growth in homelessness.
21. In summary, the pressure mainly comprises:
22. Bed & Breakfast accommodation ("B&B") - £1.318m pressure
- The number of households in B&B stood at 256 (Quarter 2, 227) and the budget holder estimates this will increase to approximately 312 at the end of the financial year, more than double the number at the start of the year. This increase results in an estimated net expenditure of £2.350m against a budget of £1.032m yielding a pressure of £1.318m (Quarter 2, £1.172m). Deterioration against Quarter 2 of £146k is due mainly to an increased estimate of repayments to be made to DWP resulting from HB paid for B&B over subsidy rates. The actual amount to be repaid will not be known until the subsidy claim is finalised by the Revenues & Benefits Team at year end.
23. Private Sector Leasing ("PSL") - £154k pressure
- The number of PSLs is expected to stand at approximately 340 at the end of the financial year assuming four new leases every week and the majority of existing leases continuing. These assumptions indicate an estimated surplus of £558k against a an assumed income of £712k (set in the MTFS) yielding a pressure of £154k (Quarter 2, £136k) With the

current housing market, it is difficult to obtain the number of leases originally assumed, and the surplus rent to cover administration costs is also lower because of market rents rising considerably whilst rental income that can be claimed has been frozen since 2011.

24. Discretionary Housing Payments (“DHP”) - £400k pressure
The DHP allocation for 2015-16 has been reduced by some 40% from 2014-15 levels to £677k. This has created a pressure of £400k in the Housing Needs Budget.
25. Bad Debt provision – £146k pressure
The current budget for bad debts is £50k, but it is becoming an increasing challenge to collect monies owed to the Council. Existing corporate charging procedures for B&B are being reviewed to improve collection rates, but at this stage a provision for bad debt of £196k is required, giving rise to a pressure of £146k.
26. Resident Services - £79k pressure
Relates to additional management costs and contract payments to ensure compliance with applicable legislation and agency costs to cover vacant posts. The impacts of the current review of Watkins House, which may include increased costs to General Fund, will be included once known.
27. Harrow Stay Put - £35k pressure
Pressure relates to agency cover which may be neutralised by recharges to capital assuming adequate referrals from Adult Services.
28. Other variations - £11k capacity
Include income pressure on Regeneration as income target for toolkits will not be met, offset by capacity on Travellers Site
29. Underspends totalling £141k comprise £78k management fees charged to HRA in respect of the use HRA properties as Temporary Accommodation and £12k recharges to HRA for Corporate Director (Environment & Enterprise). A further £51k recharges to capital in respect of the housing regeneration team have been included on the assumption these meet Council’s criteria for capitalisation.
30. Finally, £1.0m will be drawn down, as a one off, from the Welfare Reforms / Homelessness reserve to partially offset the homelessness pressures.

Housing Revenue Account

Q2 (to 30.9.15) Variance £000	Q3 (to 31.12.15) Variance £000	Movement £000
(84)	(111)	(27)

31. Depreciation charges in HRA result in transfer of resources from revenue to capital reserves, resulting in no overall impact on HRA financial resources. The forecast outturn shows a capacity of £111k, an

improvement of £27k against Quarter 2 reported capacity £84k, due mainly to a reduction in estimated depreciation following a review of methodology, to be approved by external auditors. The forecast also reflects the revenue impact of the Homes-4-Harrow regeneration schemes which do not yet qualify for capitalisation.

32. Dwellings on Grange Farm estate are assumed to be substantially impaired as result of regeneration programme. Under current regulations this accounting treatment will have no impact on HRA financial resources. Alternative accounting treatment assumes dwellings on this estate will have a very short remaining useful economic life triggering accelerated depreciation, so transferring more resources to Major Repairs Reserve, significantly reducing flexibility. In addition to the revised depreciation methodology, the proposed accounting treatment for Grange Farm will be put forward to external auditors for approval.
33. Reforms of the HRA and Welfare continue to present new and significant challenges which are being addressed by the Housing Management Team
34. A summary of the HRA position is provided below which includes estimated balances.

HRA revenue balances £000	Original budget	Revised Budget	YTD Actual	Forecast outturn	Variation
Balance b/fwd	-4,395	-4,395		-4,585	-190
Net (surplus) deficit	-567	-601	-9,376	-712	-111
Balance c/fwd	-4,962	-4,996		-5,297	-301

35. Mitigations to alleviate pressures on HRA budgets have already been put in place and included in the forecasts in the form of capitalisation of Housing Regeneration costs associated with the Affordable Housing programme. The mitigations in place for the Housing General Fund place additional cost of £90k onto HRA, and these are included in the above forecasts.
36. Following a review of its debts, the Housing Service has identified amounts in the Housing Revenue Account totalling £32k which are no longer considered recoverable, £20k of which relates to deceased tenants, with the remainder due to tenants not traceable following exhaustion of all approved channels, or being in prison. These debts have already been provided for and represent no additional charge to HRA balances. In line with the Council's debt management policy, it is recommended Cabinet approves the write off of this amount.

PEOPLE DIRECTORATE

37. The People's Directorate is forecasting an over spend of £0.549m at Quarter 3. This is a deterioration of £455k since Quarter 2.

	Q2 (to 30.9.15)	Q3 (to 31.12.15)	Movement	One-off income /

	Variance £000	Variance £000	£000	earmarked reserves included £000
Adults	54	302	248	0
Adults Trans	40	40	0	0
Public Health	0	0	0	0
Children	866	1,073	207	0
Children's Social Care Reserve	(866)	(866)	0	(866)
Total	94	549	455	(866)

ADULT SERVICES

Q2 (to 30.9.15) Variance £'000	Q3 (to 31.12.15) Variance £'000	Movement £'000
54	302	248

38. At Quarter 3, Adults Directorate is forecast to overspend by £302k, an increase in the forecast overspend of £248k when compared with quarter 2. The increase of £248k arises from DoLs (£58k), Mental Health (£60k) and adult social care purchasing, including acute discharges (£130k).
39. Recovery action was taken at Quarter 2 to reduce the overspend then being reported (£0.649m) and this has been achieved. However these additional pressures arise from continued legislative responsibilities and increased pressure from health in relation to hospital discharges.
40. Whilst every effort is being made to reduce these new pressures, given the earlier recovery action and mitigation, and proximity to year end, it is likely to prove more challenging to reduce this pressure by the end of March. Risks around social care pressures arising from increased complexity and from health in relation to early discharge around Delayed Transfers of Care (DToC's), continues.
41. The key variations across the directorate are consistent with Quarter 2 and are detailed below:
42. **Overspends** – these represent on-going pressures;
43. £1.502m overspend relates to social care placements and represents purchasing pressures (£0.829m of which represents the acceptance of 21 Ordinary Residents cases, this figure may increase if the backdating

of cost to the original date of placement is pursued, leading to a further cost of £1.3m above the litigation provision assumed).

44. £174k overspend relating to the Deprivation of Liberty Safeguards (DoLS) resulting in statutory requirements to carry out DoLS assessments by specific timescales and increased threshold for assessments. The total forecast for DoLS is £430k however this is offset by the DoLS grant of £104k and transfer of £152k from the annual growth allocation (this in turn reduces the funding available for new packages of care and increases the overspend being reported on the purchasing budget).
45. £248k overspend in relation to Mental Health – this reflects the Council’s 50% risk share relating to S75 agreement with Central North West London Hospitals Trust (CNWL) where an overspend of £497k is currently being forecast and is an increase of £103k compared to Quarter 2.
46. **Underspends** – these are one-off underspends;
47. £80k underspend on Adult Social care staff vacancies.
48. £201k underspend on the Quality Assurance team (largely reflecting the delay in recruiting to vacant posts).
49. £110k underspend has been identified in relation to non-staffing budgets
50. £1.238m Care Act Funding used to offset purchasing pressures
51. The demand led nature of the Adult’s Services budget means that it is challenging to manage within budget. The pressures will continue to be closely monitored and whilst it is not easy to predict the level of future demand it may be possible to mitigate some of these pressures in due course. However, it will remain challenging to manage the demands of demography within the available funding envelope alongside the risk of inflationary increases (particularly those arising from the implementation of the National Minimum wage) together with the disappointing central government grant settlement which means that there is no capacity to allocate Care Act funding to the service to support on-going associated costs of the Care Act.

ADULTS TRANSFORMATION

Q2 (to 30.9.15)	Q3 (to 31.12.15)	Movement
Variance £'000	Variance £'000	£'000
40	40	0

52. Transformation is reporting a projected overspend of £40k against a total net budget of £184k. This is due to the delayed delivery of

anticipated savings across Business Support service. To achieve the proposed savings the post room function was transferred into Business Support on 1/4/15. The pressure of £40k assumes that the function has not ceased by year end. Whilst we are assuming an overspend, officers are continuing to explore whether the function can be ceased to reduce the pressure and avoid this continuing into 2016/17, however, if the function does not cease then this will be an on-going pressure.

CHILDREN'S SERVICES

Q2 (to 30.9.15)	Q3 (to 31.12.15)	Movement	One-off income / earmarked reserves included £000
Variance £'000	Variance £'000	£'000	
0	207	207	(866)

53. As at Quarter 3 the total forecast overspend for the Directorate is £1.386m, which reduces to £0.520m after the use of a one off Children's Social Care reserve of £0.866m.
54. It is also anticipated that a further £313k of pressures can be mitigated by additional one off recently identified actions therefore reducing the forecast overspend to £207k.
55. The majority of Children's budgets are demand led and the Council has a statutory duty to meet vulnerable children's needs. It is therefore challenging to balance the budget.
56. The main areas of pressure totalling £2.589m are as follows:
57. Special Needs Transport £0.698m pressures. Special Needs Transport underwent a significant review in 2014/15 with a view to achieving a further £0.570m savings target. It was only possible to meet approximately half of this savings target due in main to contract prices being higher than anticipated. This contributes to part of the overspend. The remainder is due to demand, particularly for transport from home to colleges as the SEND reforms that extends special educational provision to age 25 years has led to an increased number of young adults with complex needs continuing in education.
58. Children with Disabilities Service staffing £41k pressures to manage caseloads and client costs £356k due to demand and a single young person with high and extraordinary needs. There are currently 217 children being supported through Direct Payments, 161 families being supported through Section 17 and 40 children receiving home care packages.

59. £379k Placements pressure mainly resulting from an increase in the number of children in high cost residential placements. During November 2015 and December 2015, Children's services have made 4 additional placements of young people in out of borough high cost residential placements. These placements have been needed in response to significant risks relating to child sexual exploitation (CSE) and gangs involvement. The duration of these placements will be tightly managed. In addition an extra-ordinary panel has been scheduled to review all the high cost residential placements to ensure that these placements are ended safely as soon as possible to reduce the costs, and ensure they are best value.
60. Children and Young People's Service staffing £0.542m pressure as a result of agency and interims covering vacancies and sickness and additional staff to manage caseloads.
61. There is a pressure on the Children's and Families budget of £0.573m due to families being supported by the Council because they have no recourse to public funds (NRPF). The welfare reforms, along with stricter enforcement of Asylum Legislation are the main causal factors for this demand, which is unpredictable in terms of volume and costs. The exit routes for ceasing funding are dependent on variable factors, many of which cannot be controlled by the Council. A bespoke worker has been recruited to focus specifically on these families to help reduce costs, and mitigate the financial pressures on this budget.
62. These pressures are partially reduced by:
63. Use of one off children's social care reserve of £0.866m.
64. Non-frontline staff vacancies and a number of centrally held management actions of £1.516m including demographic growth £413k and flexible use of grants £0.813m.
65. The demand led nature of Children's Services budgets means that the budgets must continue to be closely monitored in future years. . Of the 2015/16 management actions, only approximately £0.600m of these will continue into 2016/17 as well as an additional further future allocation of £400k for demographic growth taking these management actions to approximately £1m. Therefore further management actions will be needed should the pressure continue in future years. The overspend of £207k is a net increase of £207k from the balanced position reported at Quarter 2. The main reason for this is an increase in forecast placement spend mainly resulting from a number of additional children being placed in high cost residential homes.

PUBLIC HEALTH

Q2 (to 30.9.15)	Q3 (to 31.12.15)	Movement
Variance £'000	Variance £'000	£'000
0	0	0

Note: There will be no variation on the grant as in year variations are adjusted to/from the specific public health reserve. The in-year position at Quarter 2 reflected an in year deficit of £115k which has reduced to £87k for Q3. This is largely due to forecast reduction in spend against Health Checks and Sexual Health Services which has been based on the latest available information.

66. The 2015/16 budget process created capacity of £0.627m in the grant against which wider public health outcomes could be charged, with a further increase agreed in year of £100k, taking the total to £0.727m.
67. A specific public reserve of £0.908m was held at the end of 2014/15. This included £0.508m approved as carry forwards against specific projects. In light of the in- year grant reduction, the commitments have been reviewed and projects ceased where possible, resulting in spend of £463k.
68. The in-year position indicates a deficit of £87k, arising from the in-year grant reduction of £0.665m and fully delivering the MTFs savings of £0.727m. This deficit will need to be drawn down from the reserve to balance the spend within the grant available.
69. As a result of the in-year position, it will be necessary to reduce the reserve to be held at the end of the financial year from £400k to £358k. This reserve is held for any contingent liabilities, redundancies arising from any restructures and as a GUM reserve. It is necessary to hold a GUM reserve as activity is demand led (latest forecasts are based on actual services provided to July 2015) and to support the collaborative commissioning process expected to be implemented in April 2017.

The movement on the Public Health reserve is set out below:

	£'000
2014/15 Public Health Reserve c/f	908
Less spend on carry forward projects	<u>(463)</u>
Reserve at Quarter 2	445
2015/16 In year position	<u>(87)</u>
2015/16 forecast Public Health reserve	358

BUSINESS SUPPORT

70. Business Support is forecasting an over spend of £453k, a decrease in forecast of £47k from Quarter 2, due to vacant posts remaining unfilled. The overspend is as a result of staff savings that cannot be achieved within the current structure.

CORPORATE BUDGETS

71. Corporate budgets are forecast to underspend by £1.070m in total, an increase of £432k since Quarter 2. The detail is listed below:

S31 Grant to compensate for Business Rate Reliefs

72. It is anticipated that there will be an additional £400k of grant in excess of the budget of £0.600m, based on the reliefs given to date this year.

Contingencies and Reserves

Central Contingency

73. The Central Contingency for unforeseen items in 2015/16 is £1.248m. In view of the currently projected General Fund overspend before the use of contingency it is assumed that the £0.858m of the contingency will be applied to balance the General Fund position. This would leave a balance of £0.390m in the contingency.

Gas and Electricity Inflation

74. £350k has been provided against increases in price. There has been no allocation to date but any call against this provision will not be established later in the year. Given the current energy market it is however considered unlikely that the full amount of the provision would be required anyway and an underspend of £200k can be crystallised at this time.

Contingencies and Reserves

75. The contingencies are there to cover unavoidable inflation pressures for the pay award and above a standard 1.3% increase on energy together with other unforeseen items and spending pressures and to cover areas of risk and uncertainty. There are also a number of specific reserves for a variety of purposes as identified in table 4 below.
76. The main changes are additional drawdowns on the TPIF reserve of £409k and MTFS Implementation reserve of £684k.

Table 4 Contingencies and Earmarked Reserves

	Unforeseen Contingency	Energy Inflation	Rapid Response	IT Implementation	Standing up for those in need	Welfare Reform/ Homelessness	Public Health	Childrens Social Care	Commercialisation	TPIF	Carry Fwd	Business Risk Reserve	MTFS Implementation
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Balance at start of Year	1248	350	0	0		0	908	866		3,819	195	2,109	2,750
Addition June Cabinet Outturn			75	2,854	800						1,598		54
Addition July Cabinet						1,000			1,000				468
Draw down at Q2*	(665)			(1,762)		(1,000)	(358)	(866)	(389)	(74)	(1,598)	(218)	(932)
Balance Q2	583	350	75	1,092	800	0	550	0	611	3,745	195	1,891	2,340
Movement Q3*	(193)								(16)	(409)		100	(684)
Balance at Q3	390	350	75	1,092	800	0	550	0	595	3,336	195	1,991	1,656

* contingency draw down assumed use

Other Corporate budgets

77. There is a net saving of £470k on other corporate budgets. £147k relates to an improved position on interest budgets, £104k new burdens funding in relation to search fees, £97k additional Education Services grant, £84k in relation to a write back on the Good Received Invoice Received suspense account and £38k from a number of minor variances on corporate budgets.

Reserves and Provisions

78. 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

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

MTFS IMPLEMENTATION TRACKER

80. The 2015/16 budget includes approved MTFS savings of £18.720m. The progress on implementation is summarised below in table 5 below and shown in more detail in Appendix 2:

Table 5 RAG Rating of 2015/16 Savings

	Resources	Community	People	Regeneration	Business Support	Pan Organisation	Total
	£000	£000	£000	£000	£000	£000	£000
Red	50	485	0	0	0	0	535
Amber	166	2,243	2,291	0	820	0	5,520
Green	1,395	779	3,047	50	0	0	5,271
Blue	2,582	2,214	1,099	0	0	1,500	7,394
Total	4,193	5,721	6,437	50	820	1,500	18,720

CAPITAL PROGRAMME

Capital Programme Forecast at Quarter 3

81. The 2015/16 capital programme agreed by Council in February 2015 totalled £88.911m. Adjusted for slippage at the 2014/15 outturn and other approved addition to the programme now totals £157.933m at Quarter 3.
82. The forecast spend at Quarter 3 is £116.967m, 74% of the total capital programme, a reduction of 2% when compared with Quarter 2.
83. The forecast variance on General Fund at Quarter 3 is an underspend of £28.992m (23%). The forecast underspend comprises of slippage of £27.268 and underspends of £1.724m
84. The forecast variance on the HRA is £11.975m, which is all slippage.
85. Tables 5 and 6 below summarise the capital forecast position and Appendix 4 shows the capital programme in more detail:

Table 5 Summary of forecast by directorate

Directorate	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External	LBH	TOTAL BUDGET	Forecast Spend	Forecast Variance	Slippage	Underspend after slippage
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PEOPLE	32,946	32,973	0	0	55,488	10,431	65,919	52,854	-13,065	12,852	-213
<i>Adult</i>	1,324	2,679	0	0	540	3,463	4,003	721	-3,282	3,069	-213
<i>Schools and Children</i>	31,622	30,294	0	0	54,948	6,968	61,916	52,134	-9,783	9,783	0
COMMUNITY	17,558	5,627	2,316	9,719	9,027	26,193	35,220	25,516	-9,704	8,355	-1,349
<i>Environment and Commision</i>	15,438	1,734	2,316	2,085	5,860	15,713	21,573	18,867	-2,706	2,706	0
<i>Housing</i>	1,820	1,640	0	7,634	2,163	8,931	11,094	5,200	-5,894	4,545	-1,349
<i>Culture</i>	1,004	1,549	0	0	1,004	1,549	2,553	1,449	-1,104	1,104	0
RESOURCES	14,503	9,796	-2,216	0	0	22,083	22,083	16,917	-5,166	5,003	-162
REGENERATION	2,248	0	-100	2,325	198	4,275	4,473	3,416	-1,057	1,057	0
TOTAL GENERAL FUND	67,255	48,395	0	12,044	64,713	62,982	127,694	98,703	-28,992	27,268	-1,724
TOTAL HRA	21,656	2,241	0	6,342	1,021	29,218	30,239	18,264	-11,975	11,975	0
TOTAL GENERAL FUND & HRA	88,911	50,636	0	18,386	65,734	92,200	157,933	116,967	-40,966	39,242	-1,724

Table 6 Analysis of Forecast Outturn variance

Directorate	Outturn variance	Split of outturn variance by funding		Slippage	Slippage by funding		Underspend after slippage	Split of Underspend after slippage	
		Grant/sec106	LBH		Grant /Sec 106	LBH		Grant	LBH
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PEOPLE	-13,066	-9,759	-3,307	-12,853	-9,709	-3,144	-213	-50	-163
<i>Adult</i>	-3,283	-276	-3,007	-3,070	-226	-2,844	-213	-50	-163
<i>Schools and children</i>	-9,783	-9,483	-300	-9,783	-9,483	-300	0	0	0
COMMUNITY	-9,704	-4,541	-5,163	-8,355	-3,237	-5,118	-1,349	-1,349	0
<i>Enviroment and commisioning</i>	-2,706	-2,188	-518	-2,706	-2,188	-518	0	0	0
<i>Culture</i>	-1,104	-1,004	-100	-1,104	-1,004	-100	0	0	0
<i>Housing</i>	-5,894	-1,349	-4,545	-4,545	-45	-4,500	-1,349	-1,349	0
RESOURCES	-5165	0	-5165	-5003	0	-5003	-162	0	-162
REGENERATION	-1057	0	-1057	-1057	0	-1057	0	0	0
TOTAL GENERAL FUND	-28,992	-14,300	-14,692	-27,268	-12,946	-14,322	-1,724	-1,399	-325
TOTAL HRA	-11,974	0	-11,974	-11,974	0	-11,974	0	0	0
TOTAL	-40,966	-14,300	-26,666	-39,242	-12,946	-26,296	-1,724	-1,399	-325

RESOURCES DIRECTORATE

- 86. As at Quarter 3 the forecast spend is £16.917m, 77% of the 2015/16 Resource's directorate capital budget. The forecast under spend is £5.166m of which £5.004m is slippage to future years and £162k is no longer needed. The main items of slippage are detailed below:
- 87. West London Waste Authority (WLWA) loan. The expected payment to WLWA in respect of a loan for infrastructure is currently projected to slip by £297k, based on the latest payment profile supplied by WLWA. The revenue implication is a minor interest loss on the loan of around £2k.
- 88. Mobile & Flexible working. Accommodation, Power supplies working Peripherals budget will all be spent, other Council capital budgets for project teams, standing groups needed to deliver SharePoint will require further research, as a result of this £810k will be slipped. The direct revenue implication is a saving on the support payment that would have been paid from completion; it is currently projected as £176k one-off in 2015/16.
- 89. Transition and Transformation of IT service including On-going refresh and enhancement of ICT. £3.692m of the budget will be slipped to future years to reflect the current profile of implementation. There is no quantifiable revenue implication.
- 90. ICT Corporate system refresh. £204k will be slipped as a result of delay to the delivery of Civica W2 upgrade, Sopra Steria is hoping to deliver this project in 2016/17.
- 91. There is a net underspend across the directorate of £162k as detailed below:
- 92. Business Transformation Project. £150k - this include £100k of the budget allocated to waste vehicle in-cab refresh and for Tablets is anticipated to underspend. In addition £50k allocated to the refresh of

scanners of is anticipated to underspend as a result of outsourcing the service and other minor underspend of £12k.

COMMUNITY DIRECTORATE

93. As at Quarter 2 the revised forecast is £25.516m, 72% of the total budget.
94. The forecast under spend is £9.704m of which £8.355m will be slipped to 2016-17 and £1.349k is no longer needed. The main items of slippage and underspend are detailed below:

Environment & Commissioning

95. At Quarter 3 the revised forecast is £18.847m
96. The forecast under spend is £2.188m, and will all be slipped to 2016/17.
97. The main item of slippage and reasons are detailed below:
98. Harrow on the Hill Station project - £2m. This project is assumed to be largely funded by TfL with a contribution from the Council of £3.1m over the life of the project. Some preliminary works were completed in 14/15. The scheme is currently under discussion with the TfL, and therefore it is anticipated that the budget profiled for this year will be slipped.
99. Green Grid Programme – The forecast slippage of £188k relates to Stanmore Marsh project which is partially funded by the GLA, S106 monies and Harrow capital. This is a two year project but there is a spend deadline for the GLA grant of 31st March 2015, and therefore the funding has been profiled to utilise the GLA grant in this financial year and S106 monies in 16/17. The S106 budget for this project has been agreed and set aside to meet the remaining expenditure on Stanmore Marsh project next year.
100. Pinner Park Farm – £518k. Project on hold. £20k spends this year. No further spend is anticipated until further instructions to progress are obtained.

Culture

101. Banister Sports Centre Improvement – This development is linked to Kodak site, this has already been approved by the planning committee and s106 money secured. However a decision is still pending on the sale of land on Kodak site, no further plans can be made until this happened. There is no revenue impact. (£1.004m).
102. Headstone Manor – On-going project with Heritage Lottery Fund, forecast relates to phase one of the project, underspend will be slipped to 2016/17. There is no revenue implication. (£100k).

Housing General Fund

103. Empty Property Grant - Grant payments to private property owners in return for nomination right to house homeless persons in these properties instead of in more expensive Bed & Breakfast accommodation. Demand-led so lower number of properties becoming available results in underspend.(£45k).
104. Housing Property Purchase – (£4.5m). A combination of a delay in establishing the Limited Liability Partnership which will hold the properties purchased under this initiative, and a shortage of appropriate properties has resulted in a slow start for this project.
105. Green Deal Communities- Grant payments to private residents for warmer homes and energy saving insulation, grant funded from the Department of Energy and Climate Change, the initiative is not now going to proceed and the grant monies are to be returned to the grant provider. No incremental staff resources were allocated therefore there is no revenue impact to curtailment of the scheme (£1.348m).

PEOPLE

106. At Quarter 3 the forecast spend is £52.854m, 80% of the 2015/16 People's directorate capital budget.
107. The forecast under spend is £12.852m of which £12.852m will be slipped to 2016-17 and £213k is no longer needed. The main items of slippage are detailed below:

Adults

108. At Quarter 3 the forecast spent is £721k, 18% of the approved capital programme.
109. The directorate variance is £3.282m of which £3.069m is slippage and £213k underspends.
110. The following schemes in the programme will be slipped for the following reasons:
111. MOSAIC Implementation - Once new IT provider has started, it will be possible to firm up spend projections, however as this is not due to take place until later in the financial year, only 50% is forecast to be spent by year end (£405k)
112. Remodelling and Refurbishment of Adult Residential and day Care properties – There is limited programme planned for Remodelling and Refurbishment this year, therefore slippage of (£422k) – The revenue implication of this is a risk of additional maintenance cost on ageing buildings.
113. Safeguarding Quality Assurance Quadrants (QAQ) - Planned programme of spend in year relates to server upgrade, this is dependent on work load of the new IT contractor and therefore it is

estimated that there will be slippage of (£168k). No direct revenue implication.

114. Integrated Health Model – Planned spend on N3 connections. Connections relate to integration between Adult Social care and the NHS, reviewing of service team needs. As the project is in its early stages, it is anticipated that the majority of the budget will be slipped into future financial years (£472k). No quantifiable revenue implication, although greater co-ordination between NHS and Adult Services may bring efficiencies.
115. Market Shaping & Development – Relates to Care Act duty and collation of business intelligence for providers through IT. Planned programme of work for the year is (£100k) together with the remaining (£150k) is to be slipped. There is no direct revenue implication.
116. Maintenance of Adults Properties – This budget is unlikely to be spent in year and the entire budget of (£149k) is currently forecast to be slipped. This is effectively a contingency budget. No further revenue implication is forecast, as underspend against budget has already been forecast against remodelling and refurbishment of residential and day care properties.
117. Quality Outcome for People with Dementia (£150k) slippage. This is a result of delays in developing detailed proposals for the project.
118. Reform Of Social Care Funding - Some software cost has been forecast, the remaining budget will be slipped into next financial year. (£755k).
119. Adult Social Care Integration of IT Systems – This project is expected to deliver a financial assessment module i.e. means testing. Change request is to go to capital forum to facilitate the conversion of Core logic software. Budget of (£66k) will be slipped.
120. Community Capacity Grant - Proposals to spend the grant are still being developed and it is anticipated that there will be no spend in the current year, giving slippage of (£232k).
121. In addition to the slippage above the following schemes are under spending;
122. Carer's Service charges (£200k) this is to be discontinued as work is no longer required against this project.
123. Mental Health Supported Housing Repair - This project will be closed by year end, with no requirement to slip the underspend. (£13k).

Schools

124. As at Quarter 3 the forecast spend is £52.134m 84% of the approved budget. The following paragraphs outline the progress on the schools programme. SEP1, SEP2, secondary and SEN expansion programmes, which form over 75% of the total 2015-16 budget

delivered places by September 2015. Whilst there have been some delays to some of these schemes, it is anticipated that the final accounts will be settled by March 2016. Contracts for the SEP3 budget are anticipated to be awarded in early autumn and therefore the majority of this in year budget is anticipated to slip into next financial year.

125. The budget for the school expansion programme through to 2018-19 is £124.944m. There have been significant pressures identified primarily in Phase 2 (SEP2) of the programme. They include items omitted/excluded from the Agreed Maximum Price (AMP) schedules, delays leading to additional costs including Plan B options for works not completed by September 2015 and a number of external unforeseen factors such as UK Power.

Schools Expansion Programme Phase 1 & 2 (SEP1 and SEP2)

126. The latest forecast, as at the first week of January 2016, has been provided by the cost consultants for the construction costs only. In addition to this, an estimate has been made of the costs of the capital team recharges and all other costs including cost consultant fees, planning & building control fees, moving and storage costs and FF&E payments to the schools to furnish the new classrooms.
127. These costs indicate an overall SEP2 pressure of approximately £2.9m. There is a contingency of £1.365m and a further possible £524k of s106 funding identified but not yet drawn down. After these are applied, this would leave a SEP1&2 overspend of approximately £1m. It is anticipated that any overspend can be offset by the uncommitted SEP4 budgets of £4.615m but there still remains a risk to the overall programme.
128. The forecasts continue to be monitored and updated as all of the projects are live and the accounts need clarifying and agreeing with the contractors. Work is being undertaken with Legal Services regarding the stance that can be taken with the contractors regarding some contractual matters

Schools Expansion Programme Phase 3 (SEP3)

129. In September 2015 Cabinet agreed a virement from the currently uncommitted SEP4 programme to cover the anticipated costs of SEP3. It is anticipated that the majority of this budget will be slipped to 2016-17. However, the latest forecasts provided by Willmott Dixon suggest that the costs of the initial three school expansion projects could be in excess of the budget allocated to these three schemes by approximately £1.8m. There is an overall SEP3 contingency for 5 schemes totalling £1.48m which would partially mitigate this pressure. However, it should be noted that the designs on which these forecasts are based are subject to planning approval and any further works or redesigns required to meet any additional planning conditions could put further financial pressure on this programme. Weald Rise School, also part of SEP3, is being rebuilt as part of the Priority School Building Programme however the expansion of the school is in addition to the works being provided by the EFA. Therefore the council has committed

to a top up fee in order to deliver the expansion element of this programme, totalling £2.189m. Finally, the Stag Lane schools are not included in the current forecast as they are still at the design and school sign-off stage. There is a budget allocated to this scheme and if the above forecasts come to fruition and the Stag Lane schools are predicted to be over budget then this would be a further risk to this element of the programme.

Schools Expansion Programme Phase 4 (SEP4)

130. There is an uncommitted SEP4 budget of £4.615m. If all of the free schools come on line then it is not anticipated that this funding would be needed. Therefore this could be used to offset the predicted overspend of £1m on SEP2 and any potential pressures on SEP3 currently identified at £300k.

VIREMENT

131. A virement is requested to vire the remaining SEP contingency of £1.365m to the following Secondary Expansion lines within the programme for which this contingency was intended:

- SEP1 £0.533m
- SEN £0.589m
- Secondary £243k

In addition a virement is requested to vire £1m from the currently uncommitted SEP4 programme to the SEP2 line within the capital programme.

REGENERATION

132. The Division forecast to spend £3.416m (or 76%) on this year's budget allocation. The main reasons for slippage are as follows:
133. Additional budgets of £2.3m were added to Regeneration Programme this year following Cabinet approval in September 15, £1.1m of which was allocated to fund the procurements of design teams for various sites identified for redevelopment. These include Station Road Quarter, Wealdstone site, Vaughan Road and Waxwell Lane car parks. The contract for the Station Road Quarter has been awarded and therefore some spend is anticipated in the last quarter of 2015/16. The procurement process for both car park sites is underway, however the timescale will mean that the work will not commence until March 16. Additional land assembly work has also led to a slight delay in the design procurement for the Wealdstone site. It is now forecast that £0.85m of this budget will be slipped to 2016/17.
134. There are also a forecast underspend of £50k and £75k reported for Leisure Centre site and Greenhill Way site respectively. Some master planning work has been commissioned for Leisure Centre, with further

study likely to take place at a later time. There is also some delay on Greenhill Way feasibility study.

135. A £45k underspend is identified for the Haslam House project as a result of the lower tender prices for the demolition contract. However, due to uncertainty around affordable housing contribution, it is prudent to hold this sum until the position becomes clear and any revised costs are available.
136. The site acquisition in Wealdstone is currently assumed to be concluded in this financial year and the cost included in the forecast. There is a medium risk that the purchase may not proceed by March 16. This is subject to on-going review.

Housing Revenue Account

137. As at Quarter 2 the spend forecast is £18.766m, 63% of the 2015/16 HRA's latest capital Budget. At Quarter 3 the revised forecast is £18.264m 60% of the approved capital budget.
138. The forecast under spend is £11.975m which will all be slipped into 2016/17.
139. This project is in relation to investment in Council owned housing stock - financed entirely from HRA, slippage will have no revenue impact on HRA as majority of financing is by way of a pre-determined charge to revenue which transfers resources to earmarked capital reserves.

HRA Affordable Housing (Homes 4Harrow)

140. It has always need anticipated that there will be need to review the completion time for this project once there is active engage in the market submission as a result of adverse feedback from initial residential consultation.
141. There was also a need for additional clarifications on tenders for the first build contract as a result of significantly higher tender prices being received; this in turn has lead delay in letting the contract and subsequent delay in planning permission.

Additions to the Capital Programme

142. The Station Road Highway and Environmental Improvements scheme is funded by TfL via the LIP (£110k), GLA High Street fund (£194.2k), and Harrow capital (£100k). It is recommended that £7.5k is added to the project funded from available s106 funding.

Legal Implications

143. 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.

144. Under Allocation of Responsibilities in the Constitution, Council is responsible for all decisions, which are expected to result in variations to agreed revenue or capital budgets. The Financial Regulations set out delegations in respect of virements. All virements of over £500,000 must be approved by Cabinet.
145. Writing off debt of over £25,000 must be approved by Cabinet under the Financial Regulations.
146. Under the Council's Financial Regulations, additions of up to £500k to the capital programme can be made by Cabinet in respect of specific projects where:
- a. the expenditure is wholly covered by additional external sources;
 - b. the expenditure is in accordance with at least one of the priorities listed in the capital programme; and
 - c. there are no significant full year revenue budget effects

This provision is subject to an overall limit of £2.5m in any one financial year. The addition proposed in this report meets all these requirements.

Equalities

147. 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:
148. 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.
149. 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.
150. 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.
151. 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.
152. 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:
- a) Age
 - b) Disability
 - c) Gender reassignment
 - d) Pregnancy and maternity
 - e) Race,
 - f) Religion or belief
 - g) Sex
 - h) Sexual orientation
 - i) Marriage and Civil partnership
153. A full equalities impact assessment was completed on the 2015/16 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 2016/17.

Financial Implications

154. Financial matters are integral to the report.

Performance Issues

155. 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.
156. The overall projected percentage variance from the revenue budget for directorate budgets is currently forecast to be an overspend of 1.1%.
157. For the 2015/16 savings built into the MTFs, the overall position is that 40% of the savings are RAG rated as blue (achieved and banked), 28% green (achievement of saving on track), 29% amber (saving only partially achieved or risks remaining) and 3% red (agreed saving not achievable).
158. There is a performance target of 90% of the approved capital programme for 2015/16 being spent in year. The current projection is for spend to be 74% of budget.
159. Council Tax Collection: The collection rate for Quarter 3 is 83.30% against a profile target of 84.00%
160. Business Rates Collection: The collection rate for Quarter 3 is a collection rate of 82.38% against a profile target of 84.00%.

Environmental Impact

161. There are none directly related to this report

Risk Management Implications

162. The risks to the Council and how they are being managed are set out in the report.

Risks are included on the Directorate risk registers. **Council Priorities**

163. The Council's vision is:

Working Together to Make a Difference for Harrow

164. 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

165. 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"/>	Chief Financial Officer
Date: 8 February 2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 22 January 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	N/A

Section 6 - Contact Details and Background Papers

Contact:

Steve Tingle (steve.tingle@harrow.gov.uk), Senior Financial Advisor Tel: 020 8420 9384

Background Papers:

Cabinet February 19 2015: [Final Revenue Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19](#)

Cabinet February 19 2015: [Capital Programme 2015/16 to 2018/19](#)

Cabinet June 2015: [Revenue and Capital Outturn 2014-15](#)

Cabinet September 2015: [Revenue and Capital Monitoring as at 30 June 2015](#)

Cabinet December 2015: [Revenue and Capital Monitoring for Quarter 2 as at 30 September 2015](#)

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

NOT APPLICABLE

[Call-in applies]

Appendix 1

Revenue Summary								
	Revised Budget	Forecast Outturn before Mitigations	Quarter 3 Variance	One off income/ earmarked reserves	Quarter 3 Variance After Mitigations	Variance	Q2 Variance	Movement Q2 to Q3
	£000	£000	£000	£000	£000	%	£000	£000
Resources								
Controllable Budget								
Customer Services	24,402	24,990	588		588	2.4%	444	144
Director of Resources	860	485	(375)		(375)	(43.6%)	(376)	1
HRD & Shared Services	1,889	1,777	(112)		(112)	(5.9%)	(72)	(40)
Legal & Governance	2,990	2,954	(36)		(36)	(1.2%)	(4)	(32)
Procurement	986	1,058	72		72	7.3%	69	3
Strategic Commissioning	2,864	2,812	(52)		(52)	(1.8%)	(39)	(13)
Assurance	611	585	(26)		(26)	(4.3%)	(22)	(4)
Finance	3,813	3,768	(45)		(45)	(1.2%)	(43)	(2)
Total Controllable Budget	38,415	38,429	14	0	14	0.0%	(43)	57
Uncontrollable Budget	(17,903)	(17,903)	0		0	0.0%		0
Total Directorate Budget	20,512	20,526	14	0	14	0.1%	(43)	57
Community								
Controllable Budget								
Environment & Commissioning	18,690	19,425	735	(759)	(24)	(0.1%)	-25	1
Culture	2,998	3,100	102	0	102	3.4%	102	0
Housing General Fund	4,018	5,998	1,980	(1,000)	980	24.4%	775	205
Total Controllable Budget	25,706	28,523	2,817	(1,759)	1,058	4.1%	852	206
Uncontrollable Budget	18,677	18,677	0		0	0.0%		0
Total Directorate Budget	44,383	47,200	2,817	(1,759)	1,058	2.4%	852	206
People								
Controllable Budget								
Adult Services	54,055	54,357	302	0	302	0.6%	54	248
Adults Transformation	184	224	40		40	21.7%	40	0
Public Health	(727)	(727)	0		0	0.0%	0	0
Children & Families	31,532	32,605	1,073	0	1,073	3.4%	866	207
Total Controllable Budget	85,044	86,459	1,415	0	1,415	1.7%	960	455
One off Children's Social Care Reserve	866	866	0	(866)	(866)	(100.0%)	(866)	0
Uncontrollable Budget	18,717	18,717	0		0	0.0%		0
Total Directorate Budget	104,627	106,042	1,415	(866)	549	0.5%	94	455
Regeneration								
Economic Development & Research	1,707	1,595	(112)		(112)	(6.6%)	(79)	(33)
Planning	395	361	(34)		(34)	(8.6%)	(21)	(13)
Adult Learning	0	0	0		0		0	0
Total Controllable Budget	2,102	1,956	(146)	0	(146)	(6.9%)	(100)	(46)
Uncontrollable Budget	1,134	1,134	0		0	0.0%		0
Total Directorate Budget	3,236	3,090	(146)	0	(146)	(4.5%)	(100)	(46)
Business Support								
Business Support	2,944	3,397	453		453	15.4%	500	(47)
Uncontrollable Budget	(838)	(838)	0		0	0.0%		0
Total Business Support	2,106	2,559	453	0	453	21.5%	500	(47)
Total Directorate Budgets	175,702	180,255	4,553	(2,625)	1,928	1.1%	1,303	625
Corporate Items	(8,731)	(9,801)	(1,070)		(1,070)	12.3%	-638	(432)
Corporate Contingency	1,248	390	(858)		(858)		-665	(193)
Total Budget Requirement	167,381	170,006	2,625	(2,625)	0	0.0%	0	0

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MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
Resources & Commercial									
Savings									
RES01	Finance and Assurance	Staff savings	304				304	Blue	Posts deleted as part of minor restructure
RES02	Finance and Assurance	Additional Charge to the Pension Fund to reflect time spent by the Director of Finance and other Finance and Assurance staff on Pension Fund matters.	80				80	Blue	Saving achieved as an early saving in 2014/15
RES03	Finance and Assurance	On going review of the Finance and Assurance structure for which proposals will need to be developed.	-	250	500	500	1,250	Amber	Savings revised as part of 2016/17 MTFS review
RES04	Finance and Assurance	Reduction in annual contribution to the Insurance Fund to reflect improved claims performance (lower level of claims paid out)	200				200	Blue	Contribution reduced
RES05	Finance and Assurance	Additional Treasury returns via lending to WLWA (Incinerator project - Loan approved by Council 4th July 2013)	350				350	Blue	Achieved
RES06	Finance and Assurance	Business Continuity Additional Income	30				30	Amber	SunGard budget taken, but current demand on service cannot be met through existing budget without significantly raising income. Opportunities are being explored, but we are also considering what the impact of a reduction in the service would be to meet a balanced budget position'.
RES07	HR & Shared Services	Re-organisation of the HR, Development and Shared Service function which will result in the deletion of approximately 18 fte	495				495	Blue	Staff have left posts and saving banked
RES08	HR & Shared Services	Further HR, Development and Shared Service savings for which detailed proposals will need to be developed			550	250	800	Amber	Proposals being delivered to achieve saving

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
RES09	HR & Shared Services	Additional savings in delivery including efficiencies through the transfer of the Health & Safety function to Environment & Enterprise and the re-charging of relevant payroll expenditure to the Pension Fund (no estimated reduction in FTE). (Resources element of saving)	169				169	Blue	Health and Safety function has now moved to Environment and Enterprise, recharge to pension by £80k
RES10	HR & Shared Services	Reduce Occupational Health support	50				50	Amber	The Government Fit For Work scheme was delayed and was not implemented at Harrow until November 2015, putting some pressure on the second half year's budget saving.
RES10a	HR & Shared Services	Reduce Occupational Health support	50				50	Red	As a result of the delay to the Government Fit For Work Scheme, this savings will not be achieved in respect of the first half of this year.
RES11	HR & Shared Services	Reduce Corporate Learning & Development for staff	100				100	Blue	Saving banked and staff have left posts
RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business	144	144	144	144	576	Green	The achievement of this saving in 2015/16 is dependant on the success of the new arrangement with Hounslow.
RES13	Legal & Dem Services	Amalgamation of two teams to become Democratic and Electoral Services and staff reduction - Mayor Office	86				86	Amber	Budget reduced and partly achieved with 2 staff made redundant but has not been reflected in the organisation structure.
RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.	50		201	151	402	Blue	achieved
RES16	Strategic Commissioning	Retender of the Communications Service to take account of reductions in spend phased in the following way: 2015/16 - 20% reduction, 2016/17 - 10% reduction, 2017/18 - 10% reduction.	114	57	57		228	Blue	2015/16 Saving banked

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
RES17	Strategic Commissioning	Retendering of the Healthwatch service, reducing the core spend by this amount.	80				80	Blue	Saving banked
RES18	Strategic Commissioning	Stop funding Harrow Senior Residents Assembly / Decommissioning of Scrutiny Projects Budget	21				21	Blue	Saving banked
RES19	Strategic Commissioning	Stop the Objective Portal Contribution from the Division, used for online consultations.	8				8	Blue	Contract ended in October 2015. Owned by Planning who are also stopping the use of the Portal.
RES20	Strategic Commissioning	Staff restructure of existing posts and making greater use of apprentices and graduate placements	129.5				129.5	Blue	savings banked
CHW11a	Grants & Community Lettings	Review of voluntary sector funding	270				270	Green	All organisations have now signed their SLAs for 2015-16
RES21	Resources Wide	Management Savings		150			150	Amber	Future year saving
RES22	Customer Services & IT	Efficiency Savings – Staff reductions due to the implementation of more automation and self service forms in Revenues and Benefits	459				459	Blue	Savings achieved and Budget adjusted in 2015/15 budget
RES23	Customer Services & IT	Increased Income from Harrow Helpline and reduction in staffing costs	200	50			250	Green	On track to be achieved
RES24	Customer Services & IT	Project Management Office - staff savings. Deletion of 1 fte PMO (currently vacant) in 2014/15 to achieve a saving of £24k in 2014/15 and £22k in 2015/16.	22				22	Blue	Post deleted in 2014/15 as an early saving
RES25	Customer Services & IT	Procurement savings across the contracts managed within the division.	541	949			1,490	Green	2015/16 saving anticipated to be achieved but not 2016/17

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
RES26	Customer Services & IT	Reduce the cost of Access Harrow by migrating customers to more efficient channels. This will be delivered through improved self-service availability in the One Stop Shop, greater use of IVR over the telephone and enhanced functionality via the website and MyHarrow account. Resources will be aligned to the subsequent drop in demand and as channels are closed.	100		200	300	600	Green	Staff savings are in place and the Cabinet report regarding proposed rise in price went to cabinet in July, other project such as Channel Shift also underway.
Total Savings Approved February 2015			4,053	1,600	1,652	1,345	8,649		
RES078	Collections and Benefits	Deletion of 4 FTE posts in Housing Benefits	140	-			140	Green	Savings achieved and Budget adjusted in 2015/15 budget
RES082	Collections and Benefits	Revenues Staffing Reductions	-	40			40	Amber	Dependent on Universal Credit implementation
RES083	Collections and Benefits	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.	-	125			125	Amber	Dependent on Universal Credit implementation
Total Savings Resources & Commercial			4,193	1,765	1,652	1,345	8,954		
Community									
E&E_01	Commissioning Services	Trading Standards - Further cost reduction in Trading Standards service by re-negotiating the Service Level Agreement with London Borough of Brent		40	40		80	Green	£20k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.
E&E_03	Commissioning Services - Community Engagement	School Crossing Patrols - service to be funded directly by schools via Service Level Agreement (SLA). If any school chooses not to enter into a SLA, the service for that school will cease.	-	64			64	Green	School feedback has indicated that 50% of schools will take up the SLA. Schools wishing to transfer staff and responsibility will be offered training support prior to handover.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_04	Commissioning Services - Contract Mgt	Staff Efficiencies across the Division - Deletion of contract manager post (currently vacant)	73				73	Blue	Contracts manager post has been deleted.
E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - Deletion of 3 posts	48		86		134	Blue	Accommodation and Project manager post have been deleted.
E&E_06	Commissioning Services - Facilities Mgt	Reduction in Facilities Management costs - reduce the controllable budget by 20% in the first 2 years through re-structuring and changing ways of service delivery and a further 5% over Years 3 & 4 through additional efficiencies post re-structuring. Consultation with staff already underway and it is proposed to delete 8 posts, 3 of these are currently vacant.	300	44	44	22	410	Blue	Restructure completed. Budgets realigned. New Facilities Management contract in place from 1 July 2015. 2016/17 savings, £44k, will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.
E&E_07	Commissioning Services - Facilities Mgt	Introduction of staff car parking charges	20	30	-	-	50	Green	Consultation completed. New charges are effective from 1 June 2015. Current collection rates suggest this will be achieved in full. £10k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.
E&E_08	Commissioning Services - Highway Services	Reduce highways maintenance budget - Changes to the response times on non urgent works i.e. respond to these in 48 hours instead of existing 24 hours.	127	84	45		256	Green	The budgets have been reduced. Ongoing monitoring of actual expenditure will indicate if savings have been realised. £50k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.
E&E_09	Commissioning Services - Highways	Highways Contract - Extend the scope of the Highways Contract to include scheme design and / or inspection services when the contract is re-procured (current contract will expire in 16/17).			120	120	240	Green	Relates to future years savings.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects		100	50	50	200	Green	£50k of 2016/17 savings has been brought forward into 2015/16. This is being monitored in year.
E&E_11	Commissioning Services - Network Mgt	Additional income - from permitting scheme	60	20	10		90	Green	On track to achieve additional income from Street works.
E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.	30	68	10	12	120	Green	The budgets have been reduced. On-going monitoring of actual expenditure will indicate if savings have been realised.
E&E_13	Commissioning Services - Street Lighting and Drainage	Street lighting and Drainage budgets - capital investment allows for lower maintenance costs	60	25	40		125	Green	The budgets have been reduced. On-going monitoring of actual expenditure will indicate if savings have been realised.
E&E_14	Commissioning Services - Winter Gritting	Reduction in winter gritting budgets - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service	10	20		10	40	Red	An alternative arrangement to the current lump sum fee is to be re-negotiated such as "pay as you go", however the contract renegotiation is not being undertaken until 2016.
E&E_15	Directorate wide	Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions.	124				124	Blue	2 posts were deleted in 14/15 and the saving has been realised.
E&E_16	Directorate wide	Management Efficiencies - Reduce staff budget in Directorate Management by £130K.	53				53	Blue	The post was deleted in 14/15 and this saving has been realised.
E&E_18	Directorate wide	Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions - Delete one performance management officer post and a cemetery superintendent post as of 31 March 2015. In addition, further efficiencies to be achieved in Environmental Services Delivery and Commissioning Divisions in 17/18.	72		30	50	152	Blue	Posts have been deleted.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_19	Directorate wide	Increase Fees & Charges - harmonise our cemetery charges with London Borough of Brent for the shared site at Carpenders Park, and increase the minimum charge for residual waste disposal by trade customers at CA site to cover the cost of disposal.	50				50	Green	Cemetery charges have increased in 15/16 per fees & chgs schedule.
E&E_20	Directorate-wide	Contractual/commissioned/SLA savings - To seek maximum value in savings from existing contracts, Service Level Agreements and all services commissioned, from third parties by re-negotiating terms that will yield cashable savings. To secure on-going cashable benefits from gain share and third party income arrangements.	300	200	200		700	Amber	The saving from the new FM contract will contribute towards this target (NB. there is also a £200K target in Pan Organisation saving for FM). The forward procurement plan for the directorate is being shaped to identify procurement savings for the rest of the financial year.
E&E_21	Directorate-wide	Efficiencies saving - Remove Supplies & Services budget in Directorate Management.	170				170	Blue	Saving achieved.
E&E_22	Environmental Services - Env Health	Environmental Health Staffing: Reduce professional staffing by 2 Environmental Health Officer posts and 2 Technical Officer posts reducing service levels to residents and businesses proportionately	175				175	Blue	4 posts have been deleted. This saving has been achieved.
E&E_23	Environmental Services - Env Health	Environmental Health out of hours noise nuisance response service. Delete this service.	50				50	Blue	Out of Hours service has ceased.
E&E_24	Environmental Services - Harrow Pride	Responsive zonal street cleaning for residential streets: Move to a more targeted approach of responsive street cleaning service away from the current rota of every four weeks. Reduction of 6 posts. One-off vehicle early termination costs (1 dropside tipper and 1 tipper) is estimated at £41K.	172				172	Blue	6 posts & 2 vehicles have been deleted.
E&E_25	Environmental Services - Harrow Pride	Beat sweepers: Remove dedicated beat sweepers from secondary shopping areas, remove weekend and late afternoon street cleansing from 1st April 2015.	150				150	Blue	The budget was for agency staff who will no longer be used.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_26	Environmental Services - Harrow Pride	Reduce Parks service to statutory minimum: Delete parks locking service, naturalise parks (except paid for fine turf), no green flag parks, litter picking reduced to once per week from 1st April 2015. Reduction of 4 Driver posts, 2 Operative posts and 5 Grounds Maintenance Specialist posts One-off vehicle early termination cost (2 tippers) is estimated at £23K. Parks Management. Through implementation of the previous savings proposal of reducing parks maintenance standards to the statutory minimum, there can be a further reduction in management and supervisory posts from the existing parks structure of 1 team leader and 2 charge-hands from 1st April 2015.	304	23			327	Blue	Post & vehicle have been deleted.
E&E_27	Environmental Services - Harrow Pride	Highways verge grass cutting, moving from a three weekly to a six weekly cycle. Reduce quality of service from 1st April 2015. One-off vehicle de-hire cost (1 tipper) is estimated at £11K.	71	11			82	Blue	3 posts & 1 vehicle deleted.
E&E_28	Environmental Services - Parking	Parking Enforcement - Increase efficiency in civil enforcement team.	100				100	Green	Restructure has been finalised.
E&E_29	Environmental Services - Parking	Review Parking charges to deal with capacity issues	375				375	Red	Car parking charges not increased. A range of measures are being implemented to mitigate the budget pressure including an operational review, efforts to increase the sales of business parking permits and enforcement activities where permissible. Therefore this saving target will be met in full via compensating savings.
E&E_30	Environmental Services - Public Protection	Licensing: Budget realignment to reflect forecast income from licensing activities.	15				15	Blue	Income overachieved in 14/15 so this will be achieved in 15/16.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_31	Environmental Services - Public Protection	Removal of late growth budget at February 2014 Council - On the spot fine for spitting, graffiti, littering and anti-social behaviour	50				50	Blue	A carry forward has been requested to fund the set up costs of this project, after which it will be self funding. Therefore saving achieved in full.
E&E_32	Environmental Services -Waste Services	Clinical waste: Review of current waste composition to identify genuine clinical waste which will be collected by a specialist service	50				50	Amber	New contract commenced on 5 May 2015. Savings not achieved in full due to late start.
E&E_33	Environmental Services -Waste Services	CA Site: Reduce assistance to public upper level at Civic Amenity site from 1st January 15. Reduction of 2 Waste Recycling Assistant posts (currently vacant).	38				38	Blue	Two posts have been deleted. This saving has been achieved.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E_34	Environmental Services -Waste Services	<p>Change mixed organic waste collection system with separate collection of food waste and introduce charges for garden waste from 1st October 2015.</p> <p>Food Waste - Each household on 3 wheeled bin system will be provided with a new 23L food waste bin and a kitchen caddy which will be emptied weekly.</p> <p>Garden Waste - Garden waste will be collected fortnightly on a chargeable basis. Households that subscribe to the service will receive 25 lifts per year at a price of £75. Concessions will be provided to residents on means tested benefits.</p> <p>Introductory offer - £75 to cover the period between 1st oct 15 and 31st Mar 17. The saving figure assumes 40% of households will take up the chargeable service.</p> <p>One-off implementation costs are estimated as follows: Revenue costs of approx £430K, and Capital costs for new food waste bins and kitchen caddies (£720K); the construction of a bulking facility for food waste at the depot (£250K).</p>	970	1,711			2,681	Amber	The collection of separate food and garden waste commenced in October 15. It is anticipated that the recycling tonnage (food waste) would increase as a result of the waste diversion from residual waste bins and would yield a part year saving on disposal costs (£170K). The implementation of new garden waste charging is being delayed to April 16, leading to a one-off pressure on the income in 15/16.
RES09	HR & Shared Services	Additional savings in delivery including efficiencies through the transfer of the Health & Safety function to Environment & Enterprise and the re-charging of relevant payroll expenditure to the Pension Fund (no estimated reduction in FTE). (E&E element of saving)	101				101	Blue	Budgets have been realigned and savings achieved.
E&E011		Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	375				375	Amber	Unable to implement the Route optimisation model in its entirety. Shortfall of £353k.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
E&E023		Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	58				58	Blue	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 is a combination of the reduction in business rates and utilities costs.
E&E043		Grounds maintenance: Annualised hours	81				81	Blue	Budgets have been reduced and savings achieved.
CHW12	Community & Culture	Redevelopment Harrow Leisure Centre Site			100		100	Amber	Dependent on proposals being developed and implemented
CHW13	Community & Culture	School Music Service to fully recover costs	72				72	Green	On-course to be achieved
CHW14	Community & Culture	Strategic reorganisation of Sports Development team. Review to reduce by 1fte (remaining post funded from within Community & Culture budgets). Cease delivery of London Youth Games and further review sports development delivery in 2016/17.	30	10			40	Amber	The restructure has now been completed and the remaining post has been recruited to. Due to delay in this, a full year saving may not be achieved but adjustments will be made elsewhere in budgets where possible to cover any shortfall .
CHW15	Community & Culture	Reduce council subsidy to the Harrow Arts Centre & Museum, whilst developing business plan to eliminate subsidy in the longer term. In 2015/16 saving achieved by additional income and staff re-structure in 2014/15 (resulting in 2 redundancies)	100	515			615	Red	Full saving unlikely to be delivered due to loss of income from uncertainty around the future of the site linked to additional costs caused by staffing issues. Strategy around longer term sustainability of the site is under development.
CHW16	Community & Culture	In 2014-15 reduction in library book stock fund to spend consistent with previous years In 2015-16 to develop a library strategy which reduces the number of libraries from 10 to 6, and implement a range of improvements to the remaining libraries in the medium to longer term.	500				500	Amber	Only likely to be partially achieved. Negotiations around new contract price are now finalised. Reduced contract price is now only being realised due to implementation of staffing structure delays
CHW17	Community & Culture	Reduction of subsidy for community festivals	30				30	Blue	Offer for community festivals reduced to remaining budget of £10k
CHW18	Community & Culture	CHW Management savings - 1 fte in Community & Culture 2015/16 and 1 fte in Housing 2016/17	79	59			138	Blue	Post is vacant and will not be filled

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
CHW050	Community & Culture	Libraries Transformation 2 Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	18				18	Amber	Only likely to be partially achieved. Negotiations around new contract price are now finalised. Reduced contract price is now only being realised due to implementation of staffing structure delays
CHW06a	Housing	Supporting People contract negotiation efficiency	10				10	Green	On track to achieve saving
CHW26	Housing	Reduction in training & other minor budgets following review of current usage and assessment of future budget requirements	34				34	Green	On track to achieve saving
CHW27	Housing	Additional salary recharges to the HRA to reflect work patterns	41				41	Green	On track to achieve saving
CHW28	Housing	Income from increased Charges for Bed & Breakfast / Private Sector Leasing accommodation. This is the 2015-16 estimated effect of an increase being implemented in 2014-15.	175				175	Green	On track, however the saving will be completely offset by Bed & Breakfast and other homelessness expenditure overspends estimated at £2m to £2.5million in 2015-16.
Total Savings Community			5,721	3,024	775	264	9,784		
People									
CHW01	CHW	Consolidate Transformation Team with other Council services	227				227	Amber	Teams consolidated with Business Support, review of postroom functions ongoing
CHW02	CHW	Delete two Adults management posts and fund one by the Better Care Fund	102				102	Blue	2 management posts deleted
CHW05	Adults	Protection of Social Care Services through the Department of Health Better Care Fund allocation	1,851				1,851	Green	Funding agreed and will be paid quarterly once s75 agreement between health & local authority signed. Plan to sign by end June so that part year funding is received by September.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
CHW06	Adults	Supporting People contract negotiation efficiency	290				290	Green	Contracts ended and renegotiated as planned
CHW07	Adults	Recommissioning of in-house transport provision to support the most vulnerable service users.	500				500	Amber	Routes ceased as planned. Further clarity required on balance of savings to fully deliver proposals
CHW08	Adults	Additional income to be generated though MyCEP Commercialisation	100				100	Amber	A number of council's have expressed interest in the product but commitment to purchase has been slow. Dialogue with other councils will continue
CHW09	Adults	Reduced funding following review of WLA programme		50			50	Blue	Future year saving
CHW10	Adults	Review of In-house Residential Provision	250				250	Green	Vacant posts deleted and property handed back to landlord.
CHW11	Adults	Review of voluntary sector funding	280				280	Amber	Ongoing discussions with the voluntary sector, particularly in relation to the procurement of the Care Act element of the service.
CHW19	Public Health	Reduction in discretionary Health Checks	187				187	Green	On track to be achieved
CHW20	Public Health	Efficiencies within Sexual Health & Family Planning Services	45				45	Green	On track to be achieved
CHW21	Public Health	Efficiencies within School Nursing Service	18				18	Green	On track to be achieved
CHW22	Public Health	Efficiencies within Harrow Drug & Alcohol (Young People & Adults) Services	250				250	Green	On track to be achieved
CHW23	Public Health	Efficiencies within Smoking Cessation & Tobacco Control services	41				41	Green	On track to be achieved
CHW24	Public Health	Reduce funding in Physical Activity Services (back - office change)	60				60	Green	On track to be achieved
CHW25	Public Health	Reduce Sexual Planning & Family Planning Out of Borough Contingency Fund	25				25	Green	On track to be achieved

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
C&F-01	Commissioning & Schools	Harrow Teacher's Centre Centre closed July 2014 as part of site vacation to enable school expansion of Whitefriars Community School (funded by Targeted Basic Needs Programme) to proceed in Autumn 2014. Staff have already left or been redeployed and redundancy costs funded	231				231	Blue	Site closed July 2014. All staff have either been redeployed or made redundant. Redundancy costs accounted for and funded in 2014/15.
C&F-02	Commissioning & Schools	Contracts Review Morning Lane contract by approx 16%	50				50	Blue	Contract reduced from £322k to £272k.
C&F-04	Commissioning & Schools	Enhancing Achievement including Travellers Service Seek further grant income for non-statutory support for key Narrowing the Gap pupil groups and vulnerable Traveller community. This service has generated approx £75k in external funding in 2013-14	30				30	Green	Grant income from GLA and John Lyon's generated to meet the saving in 2015/16.
C&F-05	Commissioning & Schools	Capitalisation Capitalise salary Education Professional Lead	90				90	Blue	To be recharged to the Schools Expansion Programme.
C&F-06	Cross Service	Review of management Reduce number of Service Managers & Divisional Directors. This would reduce the service one divisional director and one service manager. Redundancy costs not included	205				205	Blue	Divisional Director (Early Intervention) and Service Manager (Childrens & Families) left the Authority in 2014/15.
C&F-08	Cross Service	Private Finance Initiative Transfer the funding of the Schools PFI "affordability gap" to Dedicated Schools Grant. This is subject to consultation with Schools Forum and Harrow Schools and subject to approval by the Department for Education as it involves adding an additional factor into the Harrow Schools Funding Formula.	421				421	Blue	DSG funding added to the budget in 2015/16.

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
C&F-10	Targeted Services	Recruitment of Foster Carers Recruitment of an additional 13 in-house foster carers to reduce demand for external fostering agencies.	200				200	Amber	Current performance data indicates that the number of in-house foster carers is increasing. The position will be monitored monthly throughout the year alongside the Children's Placements forecasts.
C&F-12	Early Intervention Service	Early Years & Early Intervention Services Closure of 6 Childrens Centres and reconfiguration of remaining 10 Children's Centres.	984				984	Amber	Residual employee costs relating to staff whose redundancies are set to take place in year, delays in closing sites and project management costs total around £173k. Full saving expected to be made in 2016/17. This pressure will be managed within the Children's & Families Directorate.
Total savings People Regeneration			6,437	50	0	0	6,487		
E&E_36	Planning - Development Mgt	Planning Fees: following an increase in 2013, the government may increase the statutory planning fees at some point over the next four years			100		100	Green	
E&E_41	Planning - Development Mgt	'Free-go' planning applications following refusals: significantly reduce 'free-go' applications through amendment of current 'no negotiation' policy on new planning applications.	50				50	Green	
Total Savings Regeneration			50	0	100	0	150		
Business Support									
CHW03	CHW	Review of Business Support Services	90				90	Amber	Staff Savings currently not on target to be achieved
BSS01	Business Support	Review of Business Support Services	730				730	Amber	Staff savings are not on track to be achieved within current structure. Central Scanning project is running late and is currently delayed pending our IT partner providing support, this will impact on savings.
Total Savings Business Support			820	0	0	0	820		

MTFS Savings Tracker 2015/16 to 2018/19

Ref	Service Area	Headline Description re: saving / reduction	2015/16	2016/17	2017/18	2018/19	Total	RAG Status	Comment
			£000	£000	£000	£000	£000		
Pan Organisation									
Savings									
PO 01	Pan Organisation	Using the Market - A package of saving proposals around total facilities management, supplier negotiations, revenue generation and consultancy have been identified which will provide better VFM to residents and reduce costs to the Council.		220			220	Amber	Dependent on development of individual proposals
PO 02	Pan Organisation	Service Levels / Capital Programme - Proposed savings on capital financing costs.	1,500				1,500	Blue	Achieved
PO 03	Pan Organisation	Regeneration - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.	-	-	350	2,000	2,350	Amber	Dependent on strategy implementation
Total Savings Pan Organisation			1,500	220	350	2,000	4,070		
Total All Directorates			18,720	5,059	2,877	3,609	30,265		

Key To Tracker

Note that all savings not achievable must be met by a replacement saving

Red	Agreed saving not achievable
Amber	Saving only partially achieved or risks remaining
Green	Achievement of saving on track
Blue	Achieved and banked

Council Tax

Currently, bad debt provisions (BDP) of £4.331m exist [**£5.03m**- £0.699k; w/off done 01/04/15-31/12/15] for Council Tax against a potential BDP of £3.044m for debts accrued to 31 March 2016.

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	395	194	100	194
2010-2011	422	196	100	196
2011-2012	556	368	100	368
2012-2013	744	534	100	534
2013-2014	1,473	954	75	716
2014-2015	3,293	1,593	65	1036
Total	6,883	3,839		3,044

National Non Domestic Rates (NNDR)

Currently, bad debt provisions of £1.326m [**£2.197m**- £0.871k; w/off done 01/04/15 to 31/12/15] exist for business rates (NNDR) against a potential BDP of £1.345m. 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	358	252	100	252
2013-2014	714	460	100	460
2014-2015	2,259	1,265	50	633
Total	3,331	1,977		1,345

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 £879k. 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 2012-2013	136	158	100	158
2012-2013	79	80	100	80
2013-2014	100	155	75	116
2014-2015	220	315	60	189
2015-2016	580	672	50	336
Total	1,170	1,380		879

Housing Benefits

Currently, bad debt provisions of £5.126m [**£5.509m** - £0.383m w/off's 1/4/15 to 31/12/15] exist for Housing Benefit overpayment debt against a potential BDP of £5.784m (£3.063m + £2.721m = £5.784m).

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 2013-2014	462	927	100	927
2013-2014	531	645	100	645
2014-2015	2,597	1,679	50	840
2015-2016	0	2,170	30	651
Totals	3,590	5421		3,063

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 2013-2014	1,112	319	100	319
2013-2014	807	336	75	285
2014-2015	2,690	1,098	50	549
2015-2016	0	2,727	30	818
Additional Risk due to Loss of subsidy** <i>see note below</i>				750
Totals	4,609	4,480		2,721

Capital Programme At 31 December 2015

Project Definition	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	CFWD's	Forecast & CFWD's Variance
Adults Social Care-Framework-I & IT Integration	0	131,354	0	0	0	131,354	131,354	65,354	-66,000	66,000	0
MOSAIC Implementation - Adults & Children's Services	0	605,520	0	0	0	605,520	605,520	200,000	-405,520	405,520	0
Milman's Day Centre - Remodeling & Refurbishment	0	0	0	0	0	0	0	0	0	0	0
Bedford House Boilers	0	0	0	0	0	0	0	0	0	0	0
Mental Health Supported Housing Repairs	0	43,801	0	0	0	43,801	43,801	31,000	-12,801	0	-12,801
Refurbishment of 64 Pinner Road	0	0	0	0	0	0	0	0	0	0	0
Adults Personal Social Services - Community Capacity Grant	0	341,200	0	0	0	341,200	341,200	109,200	-232,000	232,000	0
Capital Strategic Reviews	100,000	421,843	0	0	0	521,843	521,843	100,000	-421,843	421,843	0
Aztec Cafe and The Bridge - Phase 1	0	0	0	0	0	0	0	0	0	0	0
Quality Outcome for People With	0	150,000	0	0	0	150,000	150,000	0	-150,000	150,000	0
Reform Of Social Care Funding	575,000	225,159	0	0	191,000	609,159	800,159	45,000	-755,159	755,159	0
In House Residential Establishment	0	0	0	0	0	0	0	0	0	0	0
Market Shaping And Development	0	250,000	0	0	0	250,000	250,000	0	-250,000	250,000	0
Integrated Health Model	500,000	142,115	0	0	250,000	392,115	642,115	170,000	-472,115	472,115	0
Carers Services Charges	100,000	100,000	0	0	50,000	150,000	200,000	0	-200,000	0	-200,000
Maintenance of Adults Properties	49,000	100,000	0	0	49,000	100,000	149,000	0	-149,000	149,000	0
Safeguarding Quality Assurance Quadrants (QAQ)	0	167,759	0	0	0	167,759	167,759	0	-167,759	167,759	0
Total Adult	1,324,000	2,678,751	0	0	540,000	3,462,751	4,002,751	720,554	-3,282,197	3,069,396	-212,801
Schools Expansion Programme - Phase 1	0	2,286,931	438,000	0	2,724,931	0	2,724,931	2,771,931	47,000	0	47,000
Schools Expansion Programme - Phase 2	8,815,000	11,645,216	-438,000	0	20,022,216	0	20,022,216	18,764,177	-1,258,039	1,000,234	-257,805
Schools Expansion Programme Phase 3	9,780,000	300,000	0	0	4,800,000	5,280,000	10,080,000	1,500,000	-8,580,000	8,577,578	-2,422
Schools Expansion Programme - Phase 4	420,000	0	0	0	0	420,000	420,000	420,000	0	-1,215,000	-1,215,000
SEN Provision	4,758,000	2,905,126	0	0	7,243,126	420,000	7,663,126	7,825,453	162,327	420,000	582,327
Secondary Expansions	6,582,000	9,615,100	0	0	16,197,100	0	16,197,100	16,985,000	787,900	0	787,900
Schools Expansion Programme contingency	0	0	0	0	0	0	0	0	0	0	0
School Amalgamation	0	1,089,073	0	0	1,089,073	0	1,089,073	389,073	-700,000	700,000	0
Bulge Classes	0	44,041	100,000	0	144,041	0	144,041	202,041	58,000	0	58,000
Free School Meals	0	156,865	0	0	156,865	0	156,865	156,865	0	0	0
Schools Capital Maintenance	906,000	807,011	-100,000	0	1,613,011	0	1,613,011	1,613,011	0	0	0
Devolved Formula Non VA Schools	361,000	560,272	0	0	921,272	0	921,272	921,272	0	0	0
IT Development	0	848,296	0	0	0	848,296	848,296	548,496	-299,800	299,800	0
Catering in schools (2011-12)	0	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	0
Whitmore School - Sports Pitch	0	0	0	0	0	0	0	0	0	0	0
Whitmore School	0	36,412	0	0	36,412	0	36,412	36,412	0	0	0
Project Fees During Defect Period	0	0	0	0	0	0	0	0	0	0	0
Austistic Spectrum Disorder	0	0	0	0	0	0	0	0	0	0	0
Children's Centre Funding	0	0	0	0	0	0	0	0	0	0	0
Primary Capital Grant	0	0	0	0	0	0	0	0	0	0	0
High School No 1 - rebuild BSF	0	0	0	0	0	0	0	0	0	0	0
2 Year Old Entitlement Grant (2012-13)	0	0	0	0	0	0	0	0	0	0	0
Total School and Children	31,622,000	30,294,343	0	0	54,948,047	6,968,296	61,916,343	52,133,731	-9,782,612	9,782,612	0

65

Capital Programme At 31 December 2015

Project Definition	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	CFWD's	Forecast & CFWD's Variance
TOTAL PEOPLE	32,946,000	32,973,094	0	0	55,488,047	10,431,047	65,919,094	52,854,285	-13,064,809	12,852,008	-212,801
Enviroment											
5 Digital Audio Tape (DAT) machines	50,000	0	-50,000	0	0	0	0	0	0	0	0
Affordable Warmth	0	0	0	0	0	0	0	0	0	0	0
Carbon Reduction Programme 2012/13	0	0	0	0	0	0	0	0	0	0	0
Carbon Reduction Programme 2013/14	0	0	0	0	0	0	0	0	0	0	0
Carbon Reduction Programme 2014/15	0	0	0	0	0	0	0	0	0	0	0
Carbon Reduction Programme 2015/16	300,000	0	-134,000	0	0	166,000	166,000	166,000	0	0	0
CCTV Camera Extension Project	0	0	0	0	0	0	0	0	0	0	0
CCTV Crime Reduction Cameras 14/15	0	0	90,000	0	0	90,000	90,000	90,000	0	0	0
CCTV Enforcement Monitoring System Re-engineering	0	0	0	0	0	0	0	0	0	0	0
City Farm/Pinner Park Farm	0	537,902	0	0	0	537,902	537,902	19,902	-518,000	518,000	0
Civic Centre Parking	0	0	0	0	0	0	0	0	0	0	0
Corporate Accommodation Maintenance	246,000	0	0	0	0	246,000	246,000	246,000	0	0	0
Carbon Reduction (Schools)	0	0	0	32,154	32,154	0	32,154	32,154	0	0	0
Development of a Consolidated, Integrated Civic One Building	0	0	0	0	0	0	0	0	0	0	0
Harrow On Hill Station	2,000,000	0	0	0	2,000,000	0	2,000,000	0	-2,000,000	2,000,000	0
High Priority Plan Maintenance Corporate Property	420,000	0	282,000	0	0	702,000	702,000	702,000	0	0	0
Highway Drainage Improvements & Flood Defence Infrastructure	525,000	0	0	182,000	175,000	532,000	707,000	707,000	0	0	0
Highway Improvement Programme	5,500,000	0	2,220,000	0	0	7,720,000	7,720,000	7,720,000	0	0	0
Leisure Centre Car Park CCTV	0	0	0	0	0	0	0	0	0	0	0
Leisure Centre Car Park Charging	0	0	0	0	0	0	0	0	0	0	0
Neighbourhood Investment Scheme	0	26,900	0	0	0	26,900	26,900	26,900	0	0	0
Parking Management Programme	300,000	0	0	0	0	300,000	300,000	300,000	0	0	0
Queens House	0	0	55,000	0	0	55,000	55,000	55,000	0	0	0
Public Realm Services – Parks, Open Spaces & Cemeteries	990,000	0	375,000	170,000	170,000	1,365,000	1,535,000	1,535,000	0	0	0
Public realm Services – Waste and Recycling	1,190,000	0	-522,000	0	0	668,000	668,000	668,000	0	0	0
Roxborough Bridge Underpass CCTV	0	0	0	0	0	0	0	0	0	0	0
Section 106 Schemes	0	148,248	0	95,000	243,248	0	243,248	243,248	0	0	0
Street Lighting Improvement Programme	1,500,000	0	0	1,500,000	0	3,000,000	3,000,000	3,000,000	0	0	0
TfL Major Schemes	0	0	0	0	0	0	0	0	0	0	0
TfL Principal Roads	870,000	0	0	0	870,000	0	870,000	870,000	0	0	0
TfL Transport Capital	1,204,000	663,875	0	106,000	1,973,875	0	1,973,875	1,973,875	0	0	0
Town Centre Infrastructure	0	0	0	0	0	0	0	0	0	0	0
Town Centre Regeneration	0	7,046	0	0	0	7,046	7,046	7,046	0	0	0
Transport Local Implementation Plan 2 - Programme of investment	0	0	0	0	0	0	0	0	0	0	0
Harrow Green Grid	343,000	349,864	0	0	395,390	297,474	692,864	504,474	-188,390	188,390	0
Total Enviroment	15,438,000	1,733,835	2,316,000	2,085,154	5,859,667	15,713,322	21,572,989	18,866,599	-2,706,390	2,706,390	0
Housing											
Disabled Facilities Grants	1,500,000	0	0	0	650,000	850,000	1,500,000	1,500,000	0	0	0
Empty Property Grant	250,000	220,000	0	133,978	133,978	470,000	603,978	558,978	-45,000	45,000	0

Capital Programme At 31 December 2015

Project Definition	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	CFWD's	Forecast & CFWD's Variance
Green Deals Communities Funding	0	1,357,000	0	0	1,357,000	0	1,357,000	8,264	-1,348,736	0	-1,348,736
Improvement grant	70,000	0	0	0	0	70,000	70,000	70,000	0	0	0
Housing Property Purchase	0	0	0	7,500,000	0	7,500,000	7,500,000	3,000,000	-4,500,000	4,500,000	0
Renovation Grants	0	63,016	0	0	22,027	40,989	63,016	63,016	0	0	0
Total Housing	1,820,000	1,640,016	0	7,633,978	2,163,005	8,930,989	11,093,994	5,200,258	-5,893,736	4,545,000	-1,348,736
Culture											
Sec 106 Banister Sport Pitch	0	1,004,000	0	0	1,004,000	0	1,004,000	0	-1,004,000	1,004,000	0
Sports & Leisure Short Breaks Grant	0	0	0	0	0	0	0	0	0	0	0
Headstone Manor	0	1,086,000	97,000	0	0	1,183,000	1,183,000	1,083,000	-100,000	100,000	0
Leisure Centre Capital Infrastructure	300,000	162,840	-97,000	0	0	365,840	365,840	365,840	0	0	0
Total Culture	300,000	2,252,840	0	0	1,004,000	1,548,840	2,552,840	1,448,840	-1,104,000	1,104,000	0
Total Community	17,558,000	5,626,691	2,316,000	9,719,132	9,026,672	26,193,151	35,219,823	25,515,697	-9,704,126	8,355,390	-1,348,736
BTP - Public Realms	0	1,251,266	134,000	0	0	1,385,266	1,385,266	1,385,266	0	0	0
Capital cost of transition and transformation of ICT service	8,300,000	0	-2,600,000	0	0	5,700,000	5,700,000	2,658,000	-3,042,000	3,042,000	0
Council Tax Support	0	0	0	0	0	0	0	37,830	37,830	0	37,830
ITO Transformation	0	2,119,000	0	0	0	2,119,000	2,119,000	2,119,000	0	0	0
My Harrow Services Account Dev Prog	0	73,816	0	0	0	73,816	73,816	73,816	0	0	0
My Harrow Services Account	0	0	0	0	0	0	0	0	0	0	0
IT Improvement Project	0	300,000	0	0	0	300,000	300,000	300,000	0	0	0
SAP: Financial Leger/Systems Control Imp	0	241,000	0	0	0	241,000	241,000	241,000	0	0	0
BTP - Business Support	0	0	0	0	0	0	0	0	0	0	0
BTP - SAP SRM Procurement	0	0	0	0	0	0	0	0	0	0	0
BTP CCAD - Customer Contact Assess & Decide	0	0	0	0	0	0	0	0	0	0	0
BTP - Mobile & Flex	320,000	1,248,000	0	0	0	1,568,000	1,568,000	757,620	-810,380	810,380	0
BTP - Corporate Resources	0	20,000	0	0	0	20,000	20,000	20,000	0	0	0
BTP - PCI Cap	0	0	0	0	0	0	0	0	0	0	0
BTP Minor Projects	0	171,146	0	0	0	171,146	171,146	151,146	-20,000	0	-20,000
SAP Minor Developments	0	31,000	0	0	0	31,000	31,000	31,000	0	0	0
ICT Infrastructure & Corporate Applications	0	374,000	0	0	0	374,000	374,000	394,000	20,000	0	20,000
IT Corporate System Refresh	0	1,033,000	0	0	0	1,033,000	1,033,000	829,000	-204,000	204,000	0
LAA Performance Reward Grant	0	123,649	0	0	0	123,649	123,649	123,649	0	0	0
BTP - Hardware Refresh	0	263,000	0	0	0	263,000	263,000	112,749	-150,251	0	-150,251
Loan Payment - Capital	3,883,000	2,218,903	0	0	0	6,101,903	6,101,903	5,805,000	-296,903	296,903	0
Ongoing refresh & enhancement of ICT	2,000,000	0	0	0	0	2,000,000	2,000,000	1,350,000	-650,000	650,000	0
Other potential costs of ICT implementation	0	0	0	0	0	0	0	0	0	0	0
Purchase of existing IT assets	0	0	0	0	0	0	0	0	0	0	0
Small Schemes (Council wide)	0	310,000	-250,000	0	0	60,000	60,000	10,000	-50,000	0	-50,000
FM Minor Work	0	0	500,000	0	0	500,000	500,000	500,000	0	0	0
IER Grant	0	17,796	0	0	0	17,796	17,796	17,796	0	0	0
TOTAL RESOURCES	14,503,000	9,795,576	-2,216,000	0	0	22,082,576	22,082,576	16,916,872	-5,165,704	5,003,283	-162,421
Harrow Card	200,000	0	-100,000	0	0	100,000	100,000	100,000	0	0	0

67

Capital Programme At 31 December 2015

Project Definition	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External (E)	LBH (B)	TOTAL BUDGET	Forecast	Forecast Variance	CFWD's	Forecast & CFWD's Variance
Station Road Highway and Environmental Improvements	298,000	0	0	0	198,000	100,000	298,000	298,000	0	0	0
Regeneration Programme	1,750,000	0	0	2,325,000	0	4,075,000	4,075,000	3,018,000	-1,057,000	1,057,000	0
TOTAL Regeneration	2,248,000	0	-100,000	2,325,000	198,000	4,275,000	4,473,000	3,416,000	-1,057,000	1,057,000	0
TOTAL GENERAL FUND	67,255,000	48,395,361	0	12,044,132	64,712,719	62,981,774	127,694,493	98,702,854	-28,991,639	27,267,681	-1,723,958
Housing Programme	21,656,000	1,707,000	-12,019,000	240,000	240,000	11,344,000	11,584,000	10,300,000	-1,284,000	1,284,000	0
Grange Farm Redevelopment	0	0	1,545,000	6,102,000	0	7,647,000	7,647,000	3,166,732	-4,480,268	3,523,156	-957,112
Aids & Adaptations	0	0	0	0	0	0	0	0	0	0	0
HRA Affordable Housing	0	534,000	10,474,000	0	781,000	10,227,000	11,008,000	4,797,498	-6,210,502	7,167,614	957,112
TOTAL HRA	21,656,000	2,241,000	0	6,342,000	1,021,000	29,218,000	30,239,000	18,264,230	-11,974,770	11,974,770	0
Total General Fund and HRA	88,911,000	50,636,361	-	18,386,132	65,733,719	92,199,774	157,933,493	116,967,084	- 40,966,409	39,242,451	- 1,723,958

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE
AND SCRUTINY SUB-
COMMITTEES**

Date of Meeting:	21 March 2016
Subject:	Update on Libraries following Scrutiny Challenge Panel in April 2015
Responsible Officer:	Tom McCourt – Corporate Director, Community
Scrutiny Lead Member area:	Councillor Jeff Anderson – Policy Lead Member Councillor Ameet Jogia – Performance Lead Member
Exempt:	No
Wards affected:	All

Enclosures:

Appendix 1: Revised Library Key Performance Indicators

Appendix 2: Stanmore Library Consultation Report by Eclipse Experience Ltd

Section 1 – Summary and Recommendations

This report provides members with an officer update following the review of libraries by the Scrutiny Challenge Panel in April 2015.

Recommendations:

That Scrutiny Members note the report and the actions carried out as set out in the report to Cabinet dated 21/05/2015.

Section 2 – Report

1. Introductory paragraph

1.1 The Libraries Challenge Panel Review was completed in April 2015. The Panel was conducting its review at the same time as the Library Strategy was being considered by Cabinet. The Panel viewed Harrow's Library Strategy as an evolving and living document and intended that suggestions from the Scrutiny review would be used to help in delivering the strategy for Harrow's residents. A response to the Scrutiny Panel's findings was taken to Cabinet on 21/05/2015. This report further updates on progress towards the implementation of the Library Strategy and the findings of the Panel.

2 Background

2.1. The Libraries Challenge Panel drew from a range of sources including desktop research, the results of the libraries consultation with Harrow residents, interviews with council officers from both Ealing and Harrow Councils; as well as from Carillion, the contractor for library management services for both boroughs. A joint Harrow and Ealing Scrutiny Committee meeting was held with Members and colleagues from both Councils in order to scrutinise contract performance with Carillion; and there were two further Harrow challenge panel sessions to examine more Harrow-specific issues. In addition, the Panel drew on the insight from a number of library users and young people who sat as part of the review panel.

2.1.2 The review's key findings and recommendations were themed under the following headings:

1. Libraries performance
2. Stock fund
3. Reviewing opening times
4. Strategic direction for Harrow libraries – including the programme of refurbishment, libraries as social hubs, library closures, and vision
5. Alternative models of library provision
6. Marketing and user engagement

In total there were 14 recommendations under these headings. Progress on these and the Library Strategy delivery are outlined below.

3. Current situation

3.1 Harrow Library Strategy 2015-18 was approved by Cabinet in March 2015. The Library Strategy detailed a number of objectives. One objective was to provide a sustainable Library Service at reduced costs, which actively engages with local residents, organisations and communities, including potential alternative delivery models such as community management and delivering library services in other community locations. Services and buildings were also to be made suitable for the 21st Century by the undertaking of a programme of refurbishment and the active involvement in regeneration opportunities, and the use of the latest technology and digital formats.

A summary of progress in delivering the Action Plan is detailed below:

Action	Progress	Outcome
Closure of Bob Lawrence, Hatch End, North Harrow and Rayners Lane Libraries	Completed June 2015 Some of the book stock was transferred to other locations where possible. 1244 children's books were transferred to Chandos Children's Centre, 2160 books to Shaftesbury High School, 456 books to Stag Lane Junior School, and 310 books to Longfield Primary School.	During the period July 2015 to January 2016 there was a 2.71% increase in library visits, and a 9.12% increase in stock issues compared to the same period in 2014-15.
Introduction of Open+ technology to extend opening hours at Wealdstone Library	Completed October 2015	Open+ has increased opening hours by 16 hours 15 minutes. 255 customers are now registered to use Open+
Review and implement revised opening hours.	Review of opening hours completed by end of June 2015.	The results of the review were used to inform decisions regarding increasing opening hours at Wealdstone Library. This included the decision to open on Wednesdays which was the most popular option when the public were asked about their preferences.
Develop plans for the	Business case by the	North Harrow

transfer of libraries to community management.	community group 'North Harrow Community Library' for the community management of North Harrow Library approved in May 2015. Memorandum of Agreement completed. Sub-lease to be completed by the end of March 2016 subject to agreement by the landlord.	Community Library to open in April 2016 subject to final agreement of the sub-lease with the landlord.
Develop plans for the potential co-location of library space with community organisations.	Chandos Family Library staffed by volunteers opened at Chandos Children's Library in November 2015. The Library is currently open on Wednesday mornings. Library users can borrow stock and story time sessions are held. The Library is also open on Tuesday afternoons for use by school children from Camrose Primary School and Nursery. An application has been submitted to the John Lyon's Charity for funding to establish a targeted programme to support family reading and further promote the library.	The Library has been used by an average of 5 Children Centre users per week, and by one of the local nurseries. 15 people have become new members of Harrow Libraries.
Review the Open+ trial and implement to extend opening hours at all libraries if successful.	Working with Carillion to install Open+ at Stanmore library once the refurbishment has been completed at the end of March 2016.	255 customers registered to use Open+ at Wealdstone Library since the service started in October 2015.
Begin a process of refurbishment of libraries starting with Stanmore to offer a better environment for customers.	Consultation with users and non-users undertaken in October 2015 with 100 users and non-users of the library. Contractor appointed to complete the refurbishment by the end of March 2016.	Consultation outcomes have influenced the redesign of Stanmore Library. The consultation results showed that there was a demand for modern work and study spaces for individuals and groups, spaces for

		people to develop skills (e.g. a Business Hub), as well as relaxing areas to have a coffee and for library events. Please see Appendix 2 for the full consultation report.
Implement the Lego Innovation Studio and Creative workspace projects.	LEGO Innovation Studio launched at Wealdstone Library in July 2015. The LEGO workshops allow children to develop their understanding of computing, design and technology, maths and languages. The sessions are for children aged 8+.	40 children in total attended the launch sessions at Stanmore, Kenton, Gayton, and Roxeth Libraries. 119 children in total have now attended the LEGO clubs that have been held since September 2015.
Increase the provision of online resources.	'UK Newsstand' a searchable database of national and regional newspapers launched in autumn 2015. In January 2016 an improved range of online magazines 'Zinio' was launched providing a wider range of magazine titles than had previously been available. An improved offer for e-books and e-audio 'BorrowBox' to be launched by the end of March 2016.	There were 82 uses of 'UK Newsstand' in December 2015 and January 2016. In January 2016 there were 437 uses of 'Zinio' compared to 241 uses in January 2015 where the range of magazine titles available was less.
Investigate and develop proposals for the introduction of a 'click and collect' service, and then implement as required.	Amazon Click and Collect lockers have been installed at Gayton, Pinner, Stanmore, and Wealdstone libraries from September 2015.	The lockers have been well used to date with a total of 1085 uses for deliveries and 735 uses for returns from September 2015 to 20 th February 2016.
Pro-actively seek opportunities and then develop and implement plans for a new Town Centre Library as part of a	New Town Centre Library as part of residential development at 51 College Road received planning permission in September	The new Town Centre Library will be a purpose built library in a more central location

mixed development.	2015. Library to be completed by the end of 2018 (tbc).	compared to the current Gayton Library.
Pro-actively seek opportunities and then develop and implement plans for a new Roxeth Library on the existing site as part of a mixed development.	Options being considered for the development of a scheme to replace the existing Roxeth Library plus delivery of 25 PRS residential units and/or delivery of 'super' surgery plus library/clinic/short-term rehab beds.	Reprovision of the library will result in a library building and services suitable for the 21 st Century.
Pro-actively seek opportunities and then develop and implement plans for a new Pinner Library on the existing or nearby site.	Options for the provision of a new library on the existing or nearby site being considered.	Reprovision of the library will result in a library building and services suitable for the 21 st Century.

3.2 Progress against Scrutiny Challenge Recommendations

Scrutiny Panel Recommendations – page 3 of Cabinet Report 'Response to Overview and Scrutiny Challenge Panel report 'Libraries', 21st May 2015

Recommendation 1: Carillion should improve some of their performance measures to better measure future trends (e.g. demand for e-books) and collect data to capture all usage of libraries, for example more data around active membership should be analysed to better ascertain in what ways are people active in libraries, and not just rely on stock issues.

Response – Agreed. A new set of Key Performance Indicators (KPIs) has been agreed with Carillion (Appendix 1) to better capture usage of libraries and to measure future trends. This was signed off by the Cultural Partnership Board which provides a strategic lead for the library contract across Ealing and Harrow Councils in October 2015 and is now in use. This includes a range of digital resource KPIs including library website visits, usage of online resources, and the number of e-book issues, and financial KPIs including cost per issue and cost per visit. Active library members now also capture usage of the library public computers and Wi-Fi usage.

Recommendation 2: That the recommendations from the joint committee meeting with Ealing Council on 4 March 2015 be noted: The Committee resolved that:

- (i) the reports from Ealing Council, Harrow Council and Carillion Integrated Services be received;**
- (ii) a proactive approach be taken in the promotion of libraries and**

library events around the borough;

- (iii) information on how to sign up for library 'e-bulletins' be forwarded to Councillors for filtering to constituents;**
- (iv) community groups be closely involved in the shaping of opening-hours and space hire rates;**
- (v) it be ensured that no services are restricted to an online only offer;**
- (vi) the importance of data capture for better insight be highlighted;**
- (vii) opening hours always be considered within the context of local needs;**
- (viii) officers be asked to continue to embed staff training on signposting;**
- (ix) That a regular annual review of the library contract be undertaken by Scrutiny each year.**

Response:

- i) Reports were received by the Panel.
- ii) Agreed and outlined in Harrow's Library Strategy and in discussion with Carillion. Please see response to Recommendation 11.
- iii) Agreed and has been sent out to all Members. The link for joining the e-newsletter mailing list can be found at:
<http://www.ccslibraries.com/libraries/harrow-libraries/libraries>
- iv) Agreed. Although this recommendation pertained to a particular Ealing Library, it can be seen as good practice for adoption elsewhere.
- v) Partially agreed. Some services are by their very nature only available online e.g. e-newsletter, e-book downloads etc. However, Harrow's Library Strategy sets out the core service which will continue to be provided which include e.g. books for loan.
- vi) Agreed. Please see response to Recommendation 1 above. The Library Management System can provide a range of information which helped to inform the development of the Library Strategy such as postcode information of users etc.
- vii) Agreed. Harrow's recent review of opening hours was informed by consultation results.
- viii) Agreed. Harrow library staff are currently completing the Society of Chief Librarian's online Information Offer training.

ix) Noted.

Scrutiny Panel Recommendations – page 4 of Cabinet Report 'Response to Overview and Scrutiny Challenge Panel report 'Libraries', 21st May 2015

Recommendation 3: Officers further research into the trend linking reductions in stock fund and fewer visits to libraries to ascertain whether it is replicated in other boroughs, and if so what are they doing to remedy.

Response: Agreed. The total material spend compared to the number of visits for the period 2010-15 is shown in the table below:

Local Authority	Total Material Acquisitions per 1000 population £ (2010-15)	Ranking	Visits for Library Purposes per 1000 Population (2010-15)	Ranking
LONDON				
INNER LONDON				
Westminster	25,121	1	62,288	1
Kensington and Chelsea	17,835	2	36,814	8
Islington	13,084	3	37,919	7
Hackney	12,431	4	39,758	6
Tower Hamlets	11,839	5	48,765	3
Camden	11,592	6	53,966	2
Southwark	10,618	7	35,291	9
Hammersmith and Fulham	10,616	8	34,518	11
Greenwich	10,109	9	43,018	4
Lambeth	10,079	10	24,045	12
Wandsworth	8,268	11	34,843	10
Lewisham	6,395	12	41,537	5
OUTER LONDON				
Kingston upon Thames	12,036	1	23,079	19
Enfield	11,467	2	32,447	14
Richmond upon Thames	11,367	3	42,075	3
Havering	10,597	4	40,850	4

Sutton	10,067	5	43,775	1
Barking and Dagenham	10,029	6	43,327	2
Redbridge	9,522	7	33,966	9
Ealing	9,495	8	28,809	17
Waltham Forest	9,048	9	31,617	14
Merton	8,891	10	33,616	10
Hounslow	8,774	11	39,280	5
Harrow	8,485	12	30,066	16
Newham	8,368	13	30,346	15
Croydon	8,135	14	32,828	11
Bexley	8,039	15	31,983	13
Brent	6,832	16	34,695	8
Hillingdon	6,232	17	23,305	18
Bromley	5,168	18	34,882	7
Barnet	4,025	19	37,064	6

www.cipfastats.net

It can be seen from this table that there is not a direct correlation between the stock budget and the number of visits. In Inner London, Kensington and Chelsea (highlighted) had the 2nd highest material acquisitions per 1000 population but only the 8th highest visits per 1000 population. Lewisham (highlighted) had the lowest (12th) material acquisitions per 1000 population but the 5th highest visits for library purposes per 1000 population. In Outer London, Kingston Upon Thames (highlighted) had the highest material acquisitions per 1000 population but the lowest (19th) visits for library purposes per 1000 population. Barnet (highlighted), however, had the lowest material acquisitions per 1000 population (19th) but the 6th highest visits for library purposes per 1000 population.

In order to ensure that the best value is achieved when purchasing stock authorities have formed consortia such as the London Libraries Consortium to increase purchasing power. Carillion have recently re-tendered their stock contracts across all their authorities.

Library authorities including those managed by Carillion have also introduced new services to meet changing needs. These include Makerspaces, Enterprise Hubs, and LEGO Education.

Recommendation 4: Carillion uses the audience development plan to review how the needs of specific communities are being met through libraries stock plans, and that Harrow's libraries are adequately adapting to the changing demographics of parts of the borough. Carillion should undertake further research into 'hidden communities' in Harrow so as to better understand current and future needs around library provision.

Response: Agreed. The Audience Development Plan produced in August 2014 was refreshed with new active borrower data in July 2015. The Audience Development Plan is used for service planning with the Plan produced in 2014 resulting in actions included in the 2015/16 Annual Service Plan. Examples of actions targeting specific target groups is detailed below:

Actions from Audience plan	Resultant Actions in service plan	Outcome
Widen the range of volunteering opportunities in libraries and increase the number of volunteers. The audience plan recognised this as a way of reaching service and council objectives	Recruit and support volunteers to assist in providing added value services within libraries including ICT support; and work clubs	45 young people volunteers recruited for SRC Celebration event and feedback gathered Volunteers recruited for homework help; ICT support
Focus on the customer experience and the marketing of the service	Quarterly audits carried out on all libraries with associated improvement action plans	The audits were completed and action plans created impacting on the presentation of the library and the stock.
Focus on stock selection; display; expenditure on community languages	Proactive promotion of stock by staff; relevant displays to coincide with key campaigns; promotion of stock via website. The allocation of the stock budget on community languages has been based on Census data by ward.	Stock audits complete with corresponding action plans. Stock Development Specialists do regular branch visits to review stock layout and displays and promote online resources
To strengthen links with schools; investigate joining reception age children on mass; programming of events	Increase participation in events targeted at Children and Young People. Increase attendance by 2% Participate in Family Learning Festival	The number of attendees is 300% more than target figures. Attendance at events is very high but it hasn't resulted in reaching the 2% increase in new children and young people members. For 2016/17 a conversion target is being introduced to encourage staff to join 20% of event attendees. First year Family Learning Festival has been marked by the libraries reaching 400 children.
Through the recruitment of volunteers deliver ICT sessions in libraries	Deliver ICT support sessions to older people	Target to reach 100 people Apr 15 – Mar 16. Already reached 192 by end of Dec 15
To support residents who are unemployed	Increase online visits. 5% increase	Online visits – target visits Apr-Dec 15 was

by purchasing relevant online resources such as Universal skills and promoting them		169396 Actual 253751 visits which is 50% higher than the target
Programme workshops and events for business start-ups encouraging participants to become members	Organise 12 workshops; advice sessions; and showcase events reaching 90 participants	Apr-Dec 15 105 participants reached
Health Fair and advice sessions	Deliver 6 sessions in partnership including information sessions; health fairs; sessions for people with dementia and their carers reaching 120 people	Apr15-Dec15 114 people reached through advice sessions on e.g. Prostate cancer; mental health awareness; healthy eating

The Audience Development Plan is being revised again with an updated version available in May 2016. This will update knowledge of who the service is currently reaching and inform future actions to increase usage amongst specific community groups. The outcomes of the Annual Service Plan 2015/16 will also inform the new Audience Development Plan following a review of what has been successful in reaching new audiences.

Recommendation 5: Harrow libraries engage with users around the spending on the stock fund to ensure that stock provided meet the needs of library users.

Response: Agreed. There have been five user group meetings at different libraries between October 2015 and January 2016. Feedback from users has included several comments and suggestions about the stock including feedback and newspaper and magazine titles, the range of e-audio titles, and requests for more books in certain non-fiction subjects such as gardening. All feedback has been used to help inform future stock purchase. A new e-book and e-audio service which provides access to a wider range of titles will be launched by the end of March 2016 for example. Two stock selections days were also held in 2015 aimed at teenagers and young people. In future feedback on existing stock and suggestions for new stock will be gathered at events organised for specific target audiences.

Recommendation 6: The Council make better use of school buildings and school libraries in providing library services, especially to mitigate the impact of library closures for young people.

Response: Agreed. Shelving and the majority of the children's stock has been transferred from Hatch End High School to Shaftesbury High School for use

by students of Shaftesbury High School and St. Theresa's School. Stock was also transferred to Stag Lane Primary School (456 books) and Longfield Primary School (310 books).

Please see answer to Recommendation 12 regarding participation in the Summer Reading Challenge and the number of class visits in 2015.

Recommendation 7: Harrow's strategy should be a living document that is systematically reviewed and updated on a regular basis, taking on board the suggestions made by the scrutiny review group. It should seek to answer questions such as 'what will Harrow's libraries look like beyond the programme of refurbishment?' and 'what does Harrow's Library Service, fit for the 21st century, look like?

Response: Agreed. As part of the refurbishment of Stanmore Library, Eclipse Experience Ltd have undertaken a detailed consultation exercise (Appendix B) with users and more importantly current non-users of the Library Service to inform the redesign and refurbishment of the library including the provision of new services to meet current needs of a community space. This includes dedicated private meeting and work spaces for individuals and local businesses, and a 'Workary' – spaces for individuals and business start-ups. The refurbishment of Stanmore Library will be completed by the end of March 2016.

Recommendation 8: In any future decisions around the closure of libraries, the knock on effects on local communities and infrastructure must be more fully considered as libraries are a key part of local district centres. The Council must look at the opportunities offered by regeneration plans in assessing how library provision can fit in the plans. The impact on local communities and the local economy should be paramount in any decisions made.

Response: Agreed. The residential redevelopment at 51 College Road will include the provision of a new Town Centre Library to replace the existing Gayton Library. This will result in a purpose built and modern Central Library in a very central Town Centre location. This is due to be completed by the end of 2018. The regeneration of Wealdstone, including the provision of a new Civic Centre, is also due to include the provision of a new library to replace the existing Wealdstone Library. Redevelopment opportunities to provide new libraries at Roxeth and Pinner are currently being explored.

Scrutiny Panel Recommendations – page 5 of Cabinet Report 'Response to Overview and Scrutiny Challenge Panel report 'Libraries', 21st May 2015

Recommendation 9: More work is done to analyse data around the decline in visitor numbers and look for correlations with other indicators, drawing on existing research where appropriate. This should be used to inform the

development of plans for a new library in Harrow Town Centre.

Response: Agreed. As part of the refurbishment of Stanmore Library Project, Eclipse Experience Ltd have undertaken a detailed consultation exercise with users and more importantly current non-users of the Library Service to inform the redesign and refurbishment of the library including the provision of new services to meet current needs of a community space as detailed in the response to Recommendation 7. These results will also help to inform the development of the new Harrow Town Centre Library and future library refurbishments.

Analysis of website and online resource statistics has shown an increase in usage as detailed below, indicating that more library users are accessing the service remotely:

Harrow

	14/15	15/16	% +/-	14/15 As a % of footfall	15/16 As a % of footfall
Footfall	192915	186159	-3.50		
Physical Issues	189357	175637	-7.25	98.16	94.35
Web + Online Resources	39154	85973	119.58	20.30	46.18
Website Only	0	21577	100.00	0.00	11.59
Catalogue Visits	36874	47602	29.09	19.11	25.57
Ebook Visits	3448	3510	1.80	1.79	1.89
<i>Driving Tests</i>	207	1172	466.18	0.11	0.63
<i>Ancestry Searches</i>	422	0	-100.00	0.22	0.00
<i>Oxford University Press</i>	664	309	-53.46	0.34	0.17
<i>Zinnio</i>	0	682	100.00	0.00	0.37
<i>Britannica Online</i>	719	13710	1806.82	0.37	7.36
<i>Times Digital Archive</i>	135	162	20.00	0.07	0.09
<i>COBRA</i>	13	50	284.62	0.01	0.03
<i>GoCitizen</i>	107	446	316.82	0.06	0.24
<i>Universal Skills</i>	3	4	33.33	0.00	0.00
<i>Transparent Online Language</i>	0	94	100.00	0.00	0.05

Summary - In Q1 2015-16 physical issues have decreased by 7.25% (13,720) and footfall by 3.5% (6,759). Website and online resources usage has increased by 119.58% in Q1 2015-16 compared to Q1 2014-15. Website visits, however, were not recorded in Q1 2014-15, which are a significant proportion of the total in Q1 2015-16 (21,577). If website visits are excluded the increase in usage is 64.46%.

There has been an increase in usage of Harrow's online resources apart from a decrease for Ancestry Searches and Oxford University Press. There has been an ongoing issue with retrieving usage statistics for Ancestry Searches which Carillion are investigating. Britannica Online has increased by 1806.82% in Q1 2015-16 compared to Q1 2014-15 (719 compared to 13710), and all other

resources have a combined increase of 88.2%

Usage of e-books has remained fairly consistent with an increase of 1.8% and catalogue visits have increased by 29% in Q1 2015-16 compared to Q1 in 2014-15.

Recommendation 10: The council ensures that any proposals for community libraries that are seriously considered are based on robust business cases that can demonstrate serious financial planning and solid plans for sustainability. For the council to back any proposal it must be feasible.

Response: Agreed. Officers developed a specification and application form for community groups interested in taking over the running of one of the four libraries that were due for closure. This set out what the community group will be expected to provide and fund including staffing and ICT. Indicative costs of running the library were also provided. Business cases were received from two community groups, one which wanted to take over the running of Bob Lawrence Library, and the other the running of North Harrow Library. The business cases were assessed by a panel including senior officers from the service area including the Divisional Director, Finance, Procurement, as well as the Portfolio Holder. The business case for North Harrow Library was assessed to be robust and was approved. North Harrow Library is due to reopen as a community library by the end of February 2016 subject to approval of the sublet of the premises by the landlord. The submission for Bob Lawrence, however, failed to demonstrate to the Panel that the group would be able to deliver or sustain a community managed library. There was a lack of financial information provided including how income projections had been calculated, as well as insufficient details of how the library would be staffed.

Recommendation 11: Carillion's marketing strategy better captures the attention of users and promotes what services are available to library users, as well as plans strategies to target those residents who do not currently use libraries. Carillion should ensure that its marketing plan for 2015-16 is more externally focussed, more challenging with suitable targets and timelines, and demonstrates more innovation. With a programme of refurbishment ahead, the marketing plan should include a comprehensive engagement plan also.

Response: Agreed. Carillion has undertaken research including the use of focus groups to inform the development of a brand to reflect the full range of services available to the public. The aim was to develop a brand that is positive, engaging and consistent, with the strap line 'books are just the beginning'. Over the past 12 months there has been a focus on developing the online and digital marketing to reach new audiences and hard to reach groups (i.e. teenagers). Twitter (currently 135 followers) and Facebook accounts have been created to connect with new and current users, partners and local community groups. A free monthly e-newsletter is now circulated giving an overview of the forthcoming events and activities in the month ahead. The e-newsletter is also used to promote one online resource each month.

The service is promoted by the free quarterly 'What's On Guides' covering all

regular and one off events programmed and delivered in the boroughs. This is produced in a printed booklet and digital version which can be downloaded from the website and is circulated to all partners and stakeholders. The printed guide is distributed across all branches, the Civic Centre, leisure centres, and distributed at outreach events carried out by service development specialists.

A key focus of the marketing is to promote the key campaigns that are delivered across the service. The LEGO Education programme is an example which was marketed by a mixture of online and offline marketing to children and families and through the local schools. The Libraries You Tube Channel was also launched to promote the LEGO Education programme and the Summer Reading Challenge.

Continued work on community profiling and profiling of library members will ensure that events are tailored to the community but also marketed in a focused way so that specific marketing is targeted based on demographics. Carillion are currently updating the Audience Development Plan which is due to be completed by the end of April 2016.

Eclipse Experience Ltd has been engaged by the Council to undertake consultation with users and more importantly non-users to understand user needs to inform the redesign and refurbishment of Stanmore Library. This report was completed in October 2015 and the findings have informed the designs for the refurbishment of the library to be completed by the end of March 2016.

Recommendation 12: There is better engagement with schools as this is currently an untapped opportunity

Response: Partially agreed. Successful launch attended by 100 people (67 children participated) of LEGO Education. The Summer Reading Challenge 2015 was promoted at assemblies at several Harrow schools; 3,220 children were registered for the scheme at the 6 remaining libraries in 2015 compared with 2,897 in 2014, an increase of 11.15%. 45 young people were recruited to support the delivery of the Summer Reading Challenge in 2015.

Discussions have been held between Carillion and Harrow Council regarding joining all reception age children to the Library Service. Data protection issues prevent the transfer of data so Carillion are currently trialling send out library cards with a letter and flier to parents in Hounslow. If there is good uptake Carillion will roll this out to the other library authorities which they manage including Harrow. In Harrow Carillion are currently focusing on organising class visits with reception age children and joining them. In 2015 there were a total of 141 class visits attended by a total of 2,482 children. 44% of Harrow's Primary Schools attended these sessions.

A number of one off events are held during the year with classes being invited for performances or workshops delivered by external providers. Students from Park High and Harrow High Schools attended storytelling workshops at Kenton and Gayton libraries as part of Spinefest and Cityread London promotions.

World Book Day assemblies and storytelling sessions delivered at Marlborough and Cedars Manor Schools as part of World Book Day celebrations.

Recommendation 13: The Library Service works with the Harrow Youth Parliament in order to better promote the library services available particularly to young people. An example of this would be ‘Library in Your Living Room’ – free access to online newspapers and magazines for library card holders, even when outside of the library.

Response: Agreed. Carillion have engaged with Harrow Youth Parliament (HYP) and promoted library services including ‘Library in Your Living Room’. A couple of HYP members assisted with outreach events that targeted young people and gained feedback about library provision. Carillion will be working with Harrow Youth Parliament on an ongoing basis to promote library services and to assist in the development of library services to young people. HYP members were also encouraged to contribute their views during the Stanmore Library consultation undertaken by Eclipse Experience Ltd.

Scrutiny Panel Recommendations – page 6 of Cabinet Report ‘Response to Overview and Scrutiny Challenge Panel report ‘Libraries’, 21st May 2015

Recommendation 14: The resources available to library users, for example online resources, should be better publicised within libraries, not just at PN terminals but displayed by means of posters on noticeboards for example.

Response: Agreed. Posters advertising ‘Library in Your Living Room’ are displayed in every library and at other venues such as leisure centres. Carillion will be launching ‘Library in Your Living Room’ bus or bus shelter adverts once BorrowBox, the new e-book and e-audio service, and the improved Zinio (e-newspapers and e-magazines) service have gone live by the end of March 2016. This will be focused around schools, shops, and popular public areas for the target audience of 16 to 35 year olds.

Every month an online resource is promoted in the e-newsletter, and within each quarterly ‘What’s On’ guide there is a promotion for ‘Library in Your Living Room’ as well as a selected online resource. This guide is available in hard copy and digital copy in all libraries and through www.ccslibraries.com

A new ‘User Guide’ is being designed and will be available by the end of April 2016. This will include information about the online resources available which will go to every new library member.

4. Financial Implications

The library services revenue budget for 2015-16 is £1.8 million.

There are no financial implications in this report that are not already contained within the Library Strategy report approved by Members in March 2015.

In addition to the revenue funding, the MTFs assumes a capital budget for library and leisure services of £300,000 from 2014-15 to 2016-17, and £150k for 2017-18 together with a specific allocation of £1m in 2017-18 for any refit and refurbishment work arising from the library strategy. There is a budget of £100,000 for the Stanmore Library refurbishment.

5. Performance Issues

5.1 Issues and Visits per 1,000 population – Harrow compared to the London and National Average

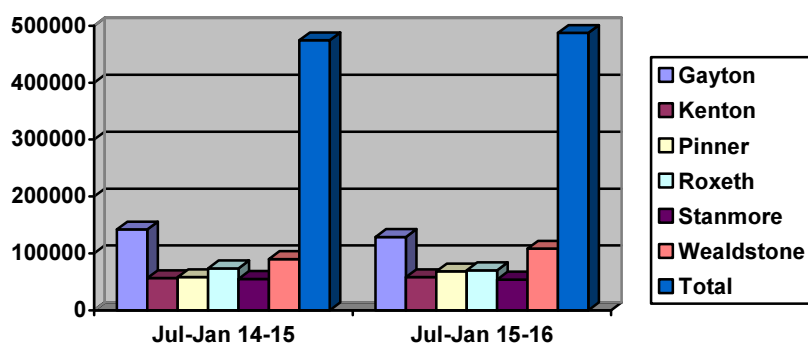
A comparison of issues and visits per 1,000 population for Harrow compared to the London and National Average for 2013-14 and 2014-15 is shown below. There was a noticeable downturn in the number of visits and issues in Harrow following the announcement of the four library closures – during the period January to May 2015 visits decreased by 8% and stock issues by 23% compared to the same period in 2014. This is also in the context of the change to providing more resources online. The national average decline in stock issues has been 5.85%.

	Issues		Visits	
	2013-14	2014-15	2013-14	2014-15
Harrow	4338	3882	4539	3214
National Average	3887	3515	4344	4136
Greater London Average	3770	3387	5840	5628
Harrow Ranking in Greater London (20 Authorities)	4th	9th	15th	19th

The number of library visits and stock issues for the period July 2015 to January 2016 since the four library closures, compared to the same period in 2014-15, is detailed below.

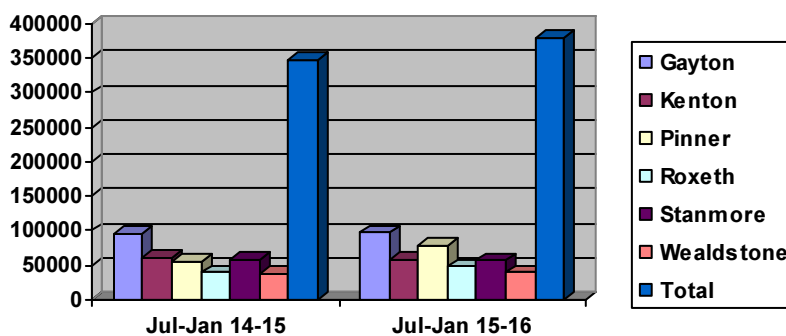
5.2 Visits by Library - July to January 2014-15 to and July to January 2015-16

	Jul-Jan 14-15	Jul-Jan 15-16	% Change
Gayton	141844	128760	-9.22%
Kenton	56453	58099	2.92%
Pinner	58072	68238	17.51%
Roxeth	73446	70190	-4.43%
Stanmore	54992	53946	-1.9%
Wealdstone	89849	108289	20.52%
Total	474656	487522	2.71%



5.3 Stock Issues by Library - July to January 2014-15 and July to January 2015-16

	Jul-Jan 14-15	Jul-Jan 15-16	% Change
Gayton	96871	97629	0.78%
Kenton	61116	59225	-3.09%
Pinner	55323	79444	43.60%
Roxeth	39638	47868	20.76%
Stanmore	57273	56687	-1.02%
Wealdstone	38338	39490	3.00%
Total	348559	380343	9.12%



As detailed above library visits have increased by 2.71% and stock issues by 9.12% in July 2015 to January 2016 compared to the same period in 2014-2015.

6. Environmental Impact

N/A

7. Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes – Library Strategy Implementation Project Board Risk Register.

The current key risks for the implementation of the Library Strategy are:

i) There is a risk that there are delays to the refurbishment or replacement of libraries.

The mitigation for this risk is that Project Plans are in place for each new project to ensure that any potential delays are identified at an early stage and actions taken to address causes and minimize delays.

ii) There is a risk that that the total cost to complete each library refurbishment is greater than the budget available.

The mitigation for this risk is to undertake a value engineering exercise if required.

iii) There is a risk that there will continue to be a downward trend in the usage of public libraries both nationally and locally.

The mitigation for this risk is the introduction of new library services and the rebranding and reprovision of libraries.

8. Equalities implications

Was an Equality Impact Assessment carried out? Yes – A comprehensive Equality Impact Assessment (EqIA) was undertaken in the development of the Library Strategy, 2015-18

The following impacts were identified:

Age, Disability, Pregnancy & Maternity, Sex and Race

The proposal to close libraries is likely to have a particular impact on older and young people who are significant groups of users of the Library Service. Access to remaining libraries has the potential to be particularly difficult for these groups as they may find public transport difficult to use and the majority of the libraries have limited parking. The cost of transport could also be an issue for people on low incomes. Library closures are also likely to mean that there is less study space available. Capacity at the remaining libraries is likely to also be an issue.

Proposal to reduce opening hours – Could impact on older people who will tend to visit the libraries during daylight hours, and impact on children who will tend to visit the libraries after school or college or at weekends.

Proposal to introduce Open+ technology- Older people and children may find it particularly difficult to access the libraries during Open+ periods as they may not be familiar with the new technology and have concerns about health and safety.

The largest age group for library staff who would be impacted by reductions in staffing are older staff aged 55 and above (35%).

Mitigations identified included:

- i) Consideration of the community management proposals for Bob Lawrence and North Harrow Libraries before any library closures. - This was completed with North Harrow Library due to reopen as a community managed library.
- ii) Promote greater use of the Housebound Library Service for older/disabled people (or their carers) who are not able to travel to an alternative library. – The Housebound Library Service was promoted on all publicity relating to the library closures. In 2015/16 the Service has visited 447 people on a monthly basis compared to 432 in 2014-15.
- iii) Provide a transport offer to enable travel to the next nearest library or Gayton Library or children and carers to attend storytime and rhyme time sessions at an alternative library. – This was trialled for an initial 3 month period. The service was not continued beyond this period as the use of the transport service was very low with there frequently being no users of the service.
- iv) Provide some library services at an alternative location close to the existing library, potentially co-locating with other services. This could include children’s activities and a click and collect service. – Chandos Family Library at Chandos Children’s Centre opened in October 2015.
- v) Additional provision at the remaining libraries. This could include children’s activities, greater study space, and more IT provision. – Additional study spaces were made available at the remaining libraries in particular at Gayton Library, with public access computers also being relocated. Additional children’s activities, particularly at Pinner Library, have been provided as required.
- vi) Potential to have greater community involvement in the running of some libraries by the setting up of community libraries to help

- reduce library running costs. – The business case for the establishment of a community library at North Harrow Library was approved. The community library will open as soon as the sub-lease has been agreed with the landlord.
- vii) Any changes to opening hours to be based on an analysis of demand to ensure that the opening hours are in line with demand. – The results from the library consultation and an hourly analysis of library demand carried out in June 2015 was used to inform the extension of opening hours at Wealdstone Library using Open+ technology.
- viii) Open+ technology: Technology and procedures to meet the requirements of the Equality Act 2010. Users will need to opt into Open+ and will be fully briefed on procedures including emergency procedures. – The Council worked with the library contractor, Carillion, to develop procedures that meet Equalities and Health and Safety requirements with an Equalities Impact Assessment and Risk Assessments in place. A system where users have to opt into using the service has been introduced.
- ix) It would be ensured that Indic language collections would be available at the remaining libraries to ensure that stock in appropriate other languages was still available to the public. The existing range of stock about different religions and beliefs or different sexual orientations will still be available at the remaining libraries. – The same range of Indic stock is available from the remaining libraries. The existing range of stock about different religions and beliefs and different sexual orientation is also still available. An annual Stock Plan is produced by Carillion to inform stock selection to ensure that the stock meets customer needs.
- x) Voluntary redundancy would be offered to all library staff that would be affected by any reduction in service, with every effort being made to avoid compulsory redundancies. A selection process in accordance with Carillion's normal employment policies would be undertaken if compulsory redundancies were required. This would not consider the age of staff. The trade unions would also be consulted. – Voluntary redundancy was offered to all staff who were vulnerable to redundancy as a result of the changes to the Library Service.

9. Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
The Library Strategy aims to extend services such as the Housebound Library Service for older or disabled people who may not be able to get to a library building.
- Making a difference for communities
By providing safe library spaces offering a range of community events and activities and access to free internet, WiFi etc. Developing new services to meet changing customer needs identified by engagement with current users and non-users.
- Making a difference for local businesses

Through projects such as Enterprising Libraries and Creative Spaces, offering support for individuals and SMEs in employment and business innovation.

- Making a difference for families
By providing services in community locations such as Children's Centres, the Library Strategy aims to bring books and the love of reading to families.

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

Contact: Tim Bryan (Service Manager – Libraries, Sport, and Leisure),
Tel. 020 8416 8639/ email: tim.bryan@harrow.gov.uk

Background Papers:

Cabinet Report 'Response to Overview and Scrutiny Challenge
Panel report 'Libraries', May 2015

<http://www.harrow.gov.uk/www2/documents/s128375/Cabinet%20-%20Response%20Report%20OSCP.pdf>

Report from the Libraries Scrutiny Report, April 2015:

<http://moderngov:8080/documents/b19477/Supplemental%20Agenda%20%20Thursday%2023-Apr-2015%2018.30%20Cabinet.pdf?T=9>

Service Aim	Hierarchy	Information Requirement	Measurement / Target		Frequency	Method	Payment Mechanism (Service Credit)	
			Ealing	Harrow				
1a. Increasing Participation.	Top Level (Strategic) to be reported to Partnership Board quarterly							
	Top Level (Strategic)	Number of physical visits.			Monthly		£300	
	Top Level (Strategic)	Number of total stock issues.			Monthly			
	Top Level (Strategic)	Number of new library members			Monthly			
	Middle Level	Number of total combined physical & online visits.			Monthly	Monthly Performance Report	None	
	Middle Level	Number of physical stock issues			Monthly			
	Lower Level	Ratio of physical stock issues versus footfall			Monthly			
	Lower Level	Ratio of PN sessions versus footfall			Monthly			
	Lower Level	Ratio of WiFi connections versus footfall			Monthly			
	Middle Level	Number of attendees at library activities			Monthly			
1b. Increasing participation by targeted groups.	Middle Level	Issues by member profile category			Quarterly	Monthly Performance Report	None	
	Middle Level	Active members by member profile category			Quarterly			
	Middle Level	Number of Home Library Visits			Quarterly			
	Top Level (Strategic)	Number of active members per 1000 population			Quarterly			
	Middle Level	Annual Service plan to include specific actions to drive this service aim to include home and school library service.	90% of actions		Annually	Annual Performance Report		£400
	Middle Level	Number of new books purchased per authority and broken down by fiction and non-fiction for adults and children.			Quarterly	Performance Report		None
	Middle Level	Stock turn = Number of issues/total stock			Annually	Annual Performance Report		None
3. Digital Engagement	Top Level (Strategic)	Number (%) of PN hours use vs. opening			Monthly	Monthly Performance Report	None	
	Top Level (Strategic)	Use of Wi-Fi			Monthly	Monthly Performance Report	None	
	Top Level (Strategic)	Number of website visits			Monthly	Monthly Performance Report	None	
	Top Level (Strategic)	Number of online resource visits			Monthly	Monthly Performance Report	None	
	Medium Level	Number of online renewals			Monthly	Monthly Performance Report	None	

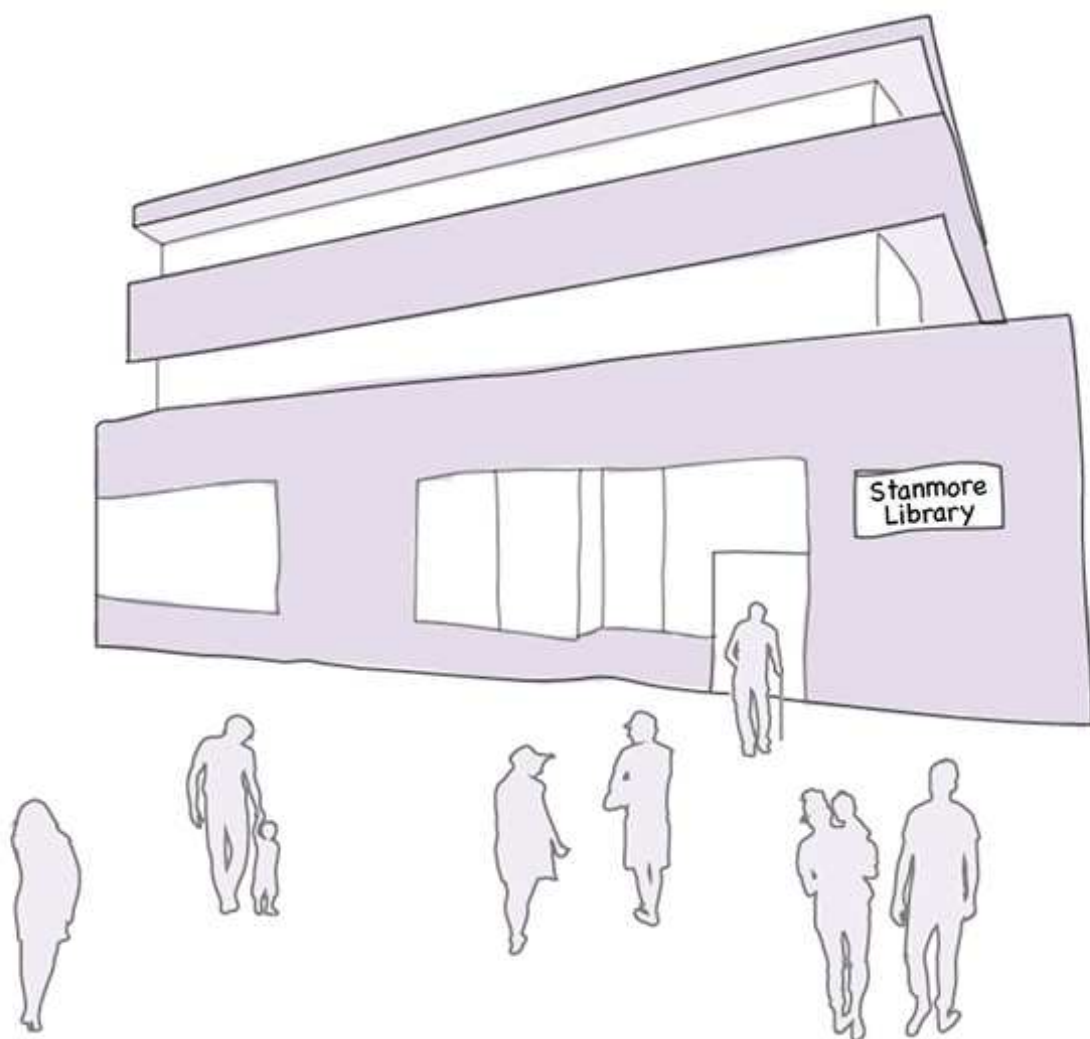
	Top Level (Strategic)	Number of e-book issues		Monthly	Monthly Performance Report	None
	Medium Level	Use (percentage of self-service)		Monthly	Monthly Performance Report	None
4. Community Hubs	Middle Level	Annual Service plan to include specific actions to encourage use of library space by non-traditional groups.	90% of actions	Annually	Annual Performance Report	£300
	Middle Level	Report usage figures as part of the quarterly annual service plan update.	ASP	Quarterly	ASP Update	None
5. Increased External Grants and Investment.	Middle Level	Annual Service plan to include specific actions relating to grant funding applications to be submitted.	90% of actions	Annually	Annual Performance Report	£400
	Top Level (Strategic)	Financial Position Statement by Borough against original bid (BAFO)		Quarterly	Partnership Board	None
5a. Commercial Viability/Reduced Net Cost of Service	Top Level (Strategic)	Cost Per Issue		Quarterly	Partnership Board	None
	Top Level (Strategic)	Cost Per Visit		Quarterly	Partnership Board	None
	Middle Level	Undertake in-house 'PLUS' style surveys by Adult and Child categories every two years.	90% satisfaction	Biennially	Annual Performance Report	£300
6a. Improved User Satisfaction	Middle Level	Achievement of CSE award or similar in second year onwards.	Accredited	Annually	Annual Performance Report	None
	Middle Level	Undertake annual 'Net Promoter Survey'	80%	Annually	Annual Performance Report	£200
6b. More word of mouth recommendations.	Middle Level	Each library to be audited annually on CCS Library Standards. Overall average score of 80% or more for each borough.	80%	Annually	Annual Performance Report	£300
	Middle Level	Formal accreditation EMAS / ISO 14001 to be achieved and maintained.	Accredited	Annually	Annual Performance Report	None
7. Environmental Sustainability	Middle Level	Energy and water consumption by library/council	Meter Readings	Annually	Annual Performance Report	None
	Middle Level	Utilities consumption reduction (achieve minimum of two in each borough).	Reduction on 2014/15	Annually	Annual Performance Report	£500
7a. Environmental Sustainability	Middle Level	Data on waste generated and percentage of waste recycled.	N/A	Annually	Annual Performance Report	£500
	Middle Level	Suppliers signed up to Carillion's sustainability charter.	95%	Annually	Annual Performance Report	£500

	Middle Level	Delivery of actions identified in the Green Travel Plan.	90%	Annually	Annual Performance Report	£500
	Middle Level	Travel to facilities by car (CCS staff and library users).	Survey and performance against actions in Green Travel Plan.	Annually	Annual Performance Report	None
	Middle Level	Staff satisfaction survey report (% of staff satisfied overall.	75%	Biennially	Annual Performance Report	£300
	Middle Level	Achievement and maintenance of IIP.	IIP Achieved	Annually	Annual Performance Report	None
	Middle Level	Staff / Volunteer profile by gender, disability and BAME.	% by group	Annually	Annual Performance Report	None
	Middle Level	Delivery of actions in the Annual Service Plan toward staff and volunteer profile representation of library wards.	90% of actions	Annually	Annual Performance Report	£200
	Middle Level	Number of apprenticeships for council residents.	2	Annually	Annual Performance Report	£500
	Middle Level	Number of work placements for council residents.	100 days	Annually	Annual Performance Report	£500
	Middle Level	Number of jobs advertised locally for local residents to apply.	100%	Annually	Annual Performance Report	£500
	Middle Level	Percentage of local suppliers as a percentage of total.	15%	Annually	Annual Performance Report	£300
	8a. Social Sustainability					
	8b. Economic Sustainability					

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Developing a Modern Library for the Wider Stanmore Community

A summary of human-centred consultation research with Stanmore Library staff and over 100 users and non-users of the Library, carried out by Eclipse Experience in October 2015.



Created by:



November 2015

The Future of Stanmore Library

Libraries all over the world are evolving; from Aarhus, Denmark's transformation of its Public Library to an Urban Mediaspace to Davenport, New Zealand's take on the library as a 'community living room', complete with study and social spaces surrounded by scenic views. As libraries begin to respond to the 21st century needs of their communities, their role is less about housing physical artefacts of knowledge and more about connecting communities through open and communal spaces.

Through new and improved uses of the Library, Harrow Council believes it can attract a wider audience, including people between the ages of 18 and 35 years old. By creating a well-used space, and introducing a part-commercial model, the Library could become a more sustainable cornerstone of the community.

At Eclipse we believe that infrastructure and public services like social care, public transport and shared spaces such as libraries have a profound effect on a community's wellbeing, health and sense of identity. Yet many of these services are designed with little understanding of people's behaviours and needs in the context of these large-scale structures and services. We often ask ourselves how can local communities who inhabit the spaces of infrastructure interventions involved in the process from start to finish? Are current forms of consultation good enough, and if not what more could be done?

Together with Harrow Council, we set out to conduct an innovative, human-centred consultation for the redesign of Stanmore Library. This meant developing ideas *with* the community, rather than *for* the community. We used design stimulus to draw out initial ideas and feedback from three key stakeholders: staff, users and non-users. We also used design stimulus in a final interactive, co-design event with additional stakeholders. Traditional consultation methods often rely on simple engagement tools that only manage to engage current users of a service. For this consultation, we embedded digital technologies into our field research to reach a targeted group of users and non-users, and to scale feedback.

This report includes findings and insights from this exercise. It is a first step to understanding how different ideas sit with different stakeholders, and to what extent people are willing to pay for future Library services. These findings should help to guide the redesign and refurbishment of Stanmore Library and explore opportunities of how the Library can best evolve to the changing needs of the community.

Table of Contents

1. Executive Summary	page 4
2. Eleven Uses Developed with Staff, Users and Non-Users	page 5
3. Four 'Idea Groups' Refined with Staff, Users and Non-Users	page 18
4. Next Steps	page 32
5. Appendix	page 33
A. Who We Spoke To	page 33
B. Where We Spoke to Participants	page 34
C. Survey in Qualtrics	page 35
D. Materials Used in the Consultation (Co-design) Event	page 38
6. Thank you to participants	page 39
7. About Eclipse Experience	page 40

1 Executive Summary

Between 5th October and 22nd October 2015, Eclipse Experience conducted a human-centred consultation research with staff, users and non-users of the Stanmore Library. Through iterative design and research we explored new and improved uses of the Library that could attract 18 to 35 year-old non-users, and increase use amongst existing users.

We developed an initial set of ideas through two engagement exercises. The first involved semi-structured interviews with staff and shorter discussions with users in the Library - each using design stimulus to develop ideas and to gather feedback. In our second exercise we took a similar approach with non-users but spoke to them in local places they currently use for activities related to the ideas. At the same time, we shared an online version of the stimulus through social media to scale feedback.

We then took the most popular ideas into an interactive Consultation (Co-design) Event. Staff, users and non-users dropped into the Library to offer feedback and to build out the ideas through interactive floor plans and assessed how willing people were to pay for such services. Through the consultation we:

Identified four ‘Idea Groups’ with the most potential to attract and sustain use.

And explored how these ideas could work as a service in the Library.

Idea Group A: Working and Studying

Both users and non-users welcomed work and study areas in the Library. They emphasised the need to modernise these areas and to separate individual study spaces from group spaces.

- Rented meeting rooms and workspaces.
- Tiered membership schemes.
- Partnerships with Stanmore College and other organisations.

Idea Group B: Developing Skills and Knowledge

There is a widespread perception that access to education and quality advice is costly and hard to come by. People welcomed affordable and bookable classes and advice sessions in the Library.

- Paid for classes.
- Advice sessions on specific days and times.
- Partnerships with local education centres and local government.

Idea Group C: Relaxing & Socialising

A comfortable space to relax, socialise and exhibit art is appreciated by both users and non-users. It could help to rejuvenate the Library and to attract new users.

- Rented exhibition space.
- Nominal fees to host and attend social events.
- Partnerships with local business, organisations and clubs.

Idea Group D: Playing with and Educating Children

The majority of users and non-users value having a safe place in the Library to bring children to read, as long as it does not disturb other areas of the Library.

- Paid for children’s events.
- Rented children’s toys.
- Partnerships with play centres.





Eleven Uses Developed with Staff, Users and Non-Users

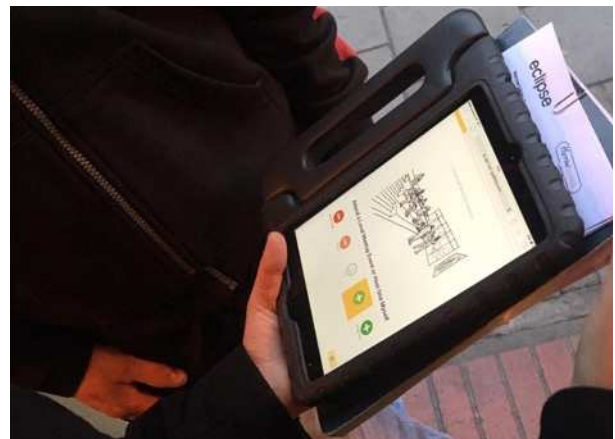
The first stage of the consultation revolved around two days of contextual research in Stanmore. In this stage, we developed an initial set of ideas based on background research of existing and planned redevelopments of libraries around the world, as well as discussions with the Stanmore Library - Harrow Council Committee.

On 8th October 2015 we conducted short and semi-structured interviews with 4 staff members and 18 users in the Library. We showed 10 sketches of potential uses on iPads as design stimulus. Staff members and users could choose how strongly they agreed with the idea presented using a five point scale: strongly agree, agree, neutral, disagree, or strongly disagree. They were also able to share additional ideas.

On 15th October 2015 we further developed these uses with non-users in Stanmore. We went to Stanmore College, parks, coffee shops and bars - each location chosen as places where non-users were involved in activities similar to those we were presenting. We conducted short-interviews with 50 people in these places showing 11 sketches¹ of activities on iPads. We divided one initial idea into two ideas and revised another idea based our discussions with staff and users. This time we directly entered answers and further comments into an online survey using Qualtrics. The online survey using Qualtrics was also also distributed through social media from 15th October to 26th October 2015.



Stanmore Library reception area.



Engaging with a non-user at a local restaurant.

This section shows each use ranked following feedback from the library based and community based feedback. It includes:

- The image and description of each idea, used as design stimulus in our research.
- Statistics on user and non-user reactions from 15th October to 26th October².
- Insights and quotes related to each idea from staff, users and non-users.

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² Due to individual drop outs, the total number of respondents is not consistent across ideas.

1. Work and Study Somewhere Quiet



90%
of respondents

85%
of users
(23 out of 27)

90%
of non-users
(46 out of 50)

*agreed or strongly agreed with
using the Library for this purpose*

Free or reservable desk spaces for individual and group work and study.

- Library staff, users and non-users strongly favoured this use, especially Stanmore College students who described their own College library as too crowded and noisy.
- All participants considered this use as one of the core functions of the Library.
- Students and young professionals thought this space should accommodate both study and work.

“This space should be for students and for people who work from home.” Male, 30s, non-user.

- The majority of people, especially existing users, welcomed group work as long as it does not become too loud and distracting to others.

2. Learn a New Skill



82%
of respondents

86%
of users
(24 out of 28)

78%
of non-users
(39 out of 49)

*agreed or strongly agreed with
using the Library for this purpose*

A place to learn things, including technology training, CV workshops and language tutorials.

- The elderly, students and non-native speakers were respectively interested in technology training, language tutorials, and business hub functions like CV workshops and printing documents.

"I would love to learn leadership skills and how to write a CV or listen to talks from entrepreneurs." Female, late teens, non-user.

- The majority of participants were open to paying nominal fees for these services.
- Staff, users and non-users shared concerns about who would administer these classes.

3. Ask a Volunteer Expert for Advice



74%
of respondents

73%
of users
(19 out of 26)

73%
of non-users
(38 out of 51)

*agreed or strongly agreed with
using the Library for this purpose*

An information point where volunteer experts provide advice on specific days and times about community-related topics.

- Library staff, users and non-users of all age groups welcomed this use.
- The majority of participants thought it could help improve understandings of how to use the community services properly.
- Both users and non-users felt this use should complement existing advice centres.

"It would be like Citizens Advice Bureau but lighter and more informal." Female, late teens, non-user.

4. Relax, and Have a Coffee



72%
of respondents

77%
of users
(21 out of 27)

68%
of non-users
(36 out of 52)

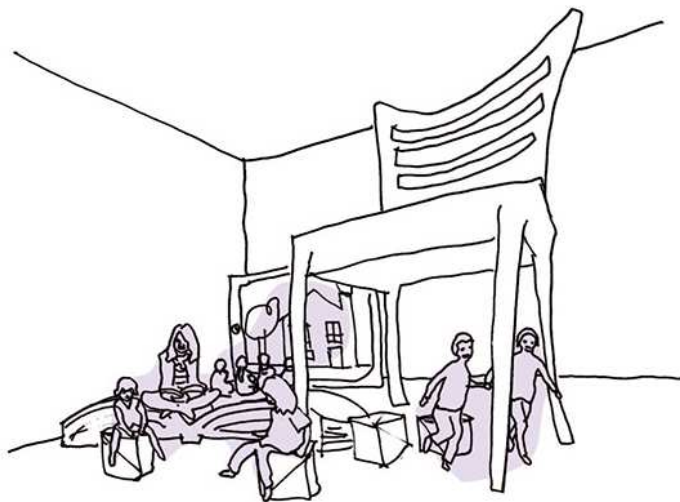
*agreed or strongly agreed with
using the Library for this purpose*

A comfortable and inviting lounge-like area allowing people to come in and sit with their coffee from nearby coffee shops.

- This use generated mixed reactions amongst staff and users but received a majority of positive responses among non-users.
- Two thirds of the non-users interviewed were open to a place where they could relax, free of charge.
- A third of the participants however considered that this use did not fit the purpose of a library.

"You can go somewhere else for that. We already have cafes, partner with them but don't replace them." Male, 30s, non-user.

5. Bring My Children to Play and Learn



73%
of respondents

89%
of users
(23 out of 26)

64%
of non-users
(34 out of 52)

*agreed or strongly agreed with
using the Library for this purpose*

A warm and whimsical place where children can play, read and learn.

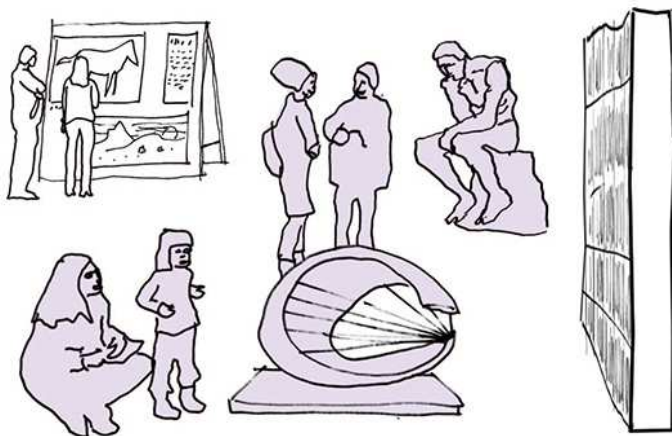
- The majority of users and non-users viewed the library as a safe place to bring their children.
- Staff, users and non-users shared concerns about the idea of “play” as it could cause health and safety issues as well as disturb other users of the Library.
- Four people, both users and non-users, suggested that the Library could provide education-based toys and books, which are typically expensive.

“For those families who can’t afford to pay for expensive toys or play-based activities, the Library could be a good alternative.” Male, 30s, non-user.

- The majority of participants mentioned that the focus should remain on education-based activities.

“Tie it in with learning so it’s more about education than playtime.” Male, 40s, non-user.

6. Experience Art & Culture in Stanmore



73%
of respondents

86%
of users
(24 out of 28)

65%
of non-users
(34 out of 52)

*agreed or strongly agreed with
using the Library for this purpose*

A space to exhibit artefacts from the different cultures in Stanmore.

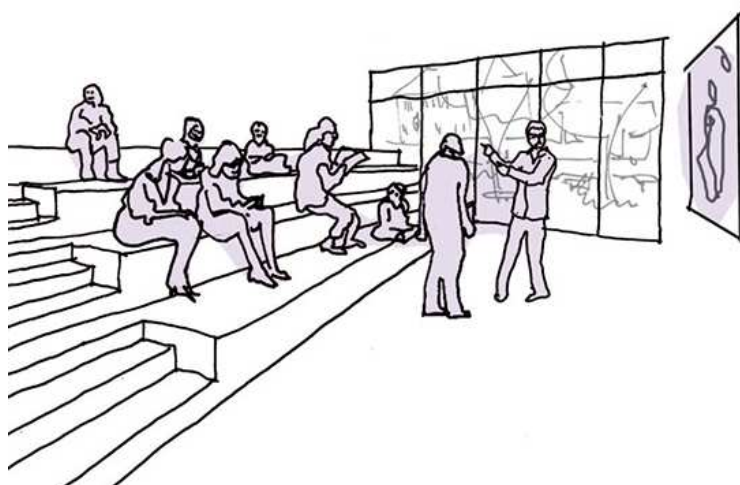
- All participants, staff, users and non-users, showed enthusiasm for this use.
- Staff, users and non-users saw this space as an important support of Stanmore's cultural diversity.

"Could we showcase and celebrate different festivals and events from different cultures? And serve their food? For example Diwali." Female, 50s, user.

- Users were concerned that the redesign could entirely change the current exhibition space and its access.

"The space is fine the way it is." Male, 30s, non-user.

7. Attend a Local Meetup or Host One Yourself



70%
of respondents

89%
of users
(25 out of 28)

57%
of non-users
(29 out of 50)

*agreed or strongly agreed with
using the Library for this purpose*

Rented area to accommodate social events like book clubs and film screenings.

- This use received mixed feedback amongst participants, and was especially unpopular amongst students.
- Half of the participants suggested that this use should include nominal fees.
- A third of the people interviewed accepted this use as long as only educational meet-ups were organised.

“As long as it’s informational or educational, something that sticks to the purpose of a library.” Male, 40s, non-user.

- A third of the staff, users and non-users were concerned about creating unnecessary competition with institutions already hosting such events in Stanmore.

*“I don’t think finding space is an issue in Harrow. There are other places to do this.”
Female, 50s, user.*

8. Borrow More than Books



68%
of respondents

72%
of users
(20 out of 28)

64%
of non-users
(34 out of 52)

*agreed or strongly agreed with
using the Library for this purpose*

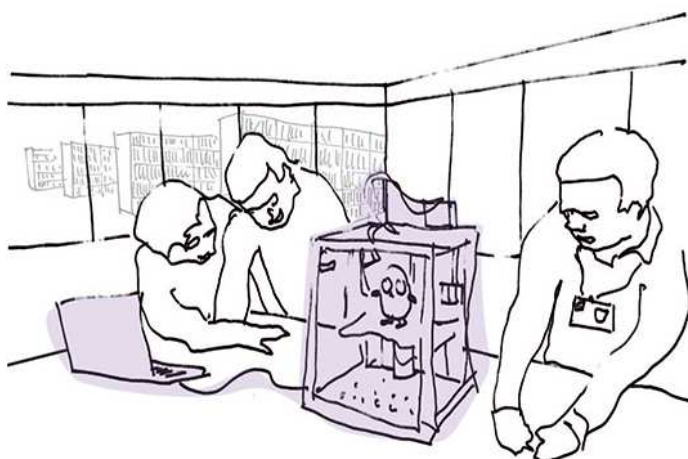
Extend the Library lending services to other products such as garden tools and gaming systems.

- Staff members, users and non-users shared mixed views about this use.
- Non-users and users were open to borrowing several objects they would not otherwise buy.

"This idea is interesting. Like things I would only use but wouldn't want to buy." Male, 30s, non-user.

- Staff members were concerned about storage issues, potential damage to the objects rented and suggested that an external agency should be responsible for this use.
- Two-thirds of the people thought a library should only lend books.

9. Make and Build Things



65%
of respondents

79%
of users
(22 out of 28)

58%
of non-users
(30 out of 51)

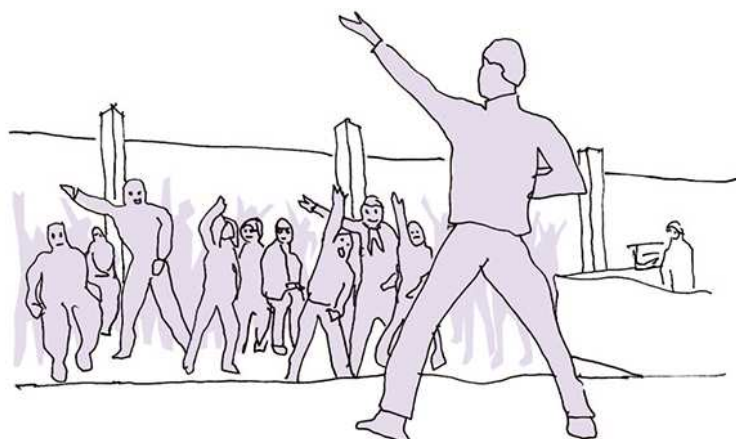
*agreed or strongly agreed with
using the Library for this purpose*

The Library becomes a place for hands on craft workshops.

- All participants were surprised by this suggestion.
- Staff members and users were especially concerned it could cause health and safety issues as well as disturb other library users.
- The majority of people thought this use strayed too far from their expectations of a library as a quiet place to read and learn.

"Maybe for kids but I wouldn't come to build something at the Library." Male, 30s, non-user.

10. Join One of the Social Clubs that Meet There



63%
of respondents

75%
of users
(21 out of 28)

55%
of non-users
(29 out of 52)

*agreed or strongly agreed with
using the Library for this purpose*

A place where special interest groups and clubs can meet for activities like book clubs or yoga.

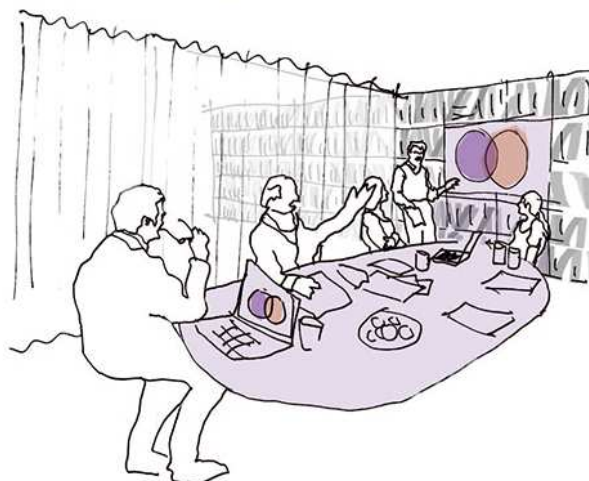
- Staff members, users and non-users welcomed this use as long as the social clubs using this space would respect other quieter parts of the Library.
- Staff members and users were especially concerned it could cause health and safety issues as well as disturbance for other library users.

“Not at the library. It doesn’t seem like that kind of a place. It’s a quiet place to gather your thoughts, rather than to socialise.” Female, 30s, non-user.

- All participants suggested sound-proofing walls to reduce noise from these activities.
- Non-users suggested that it could be an opportunity for certain members of Stanmore community (i.e. mothers) to meet.

“Mothers meet at Cafe Nero now and it’s not ideal. The Library is safer, it has a play area. You don’t have to worry about bothering other people, hot coffee spilling and lawsuits.” Male, 30s, non-user.

11. Use a Rented Meeting Space



59%
of respondents

78%
of users
(22 out of 28)

48%
of non-users
25 out of 51 non-users

*agreed or strongly agreed with
using the Library for this purpose*

Private spaces, with Audio Video equipment, to be rented for meetings and larger work groups.

- All participants were worried about the potential disturbance generated by a meeting and accepted this use only if the meeting space was separated from the rest of the Library.
- Staff members, users and non-users welcomed this use if offered for nominal fees.
- Students were particularly interested in renting a meeting space for affordable prices.

"I would love that for working on group assignments we get in class." Female, 20s, non-user.



Four 'Idea Groups' Refined with Staff, Users and Non-Users

Drawing on the most popular aspects of the eleven initial ideas, we created four 'Idea Groups' for our Consultation (Co-Design) Event on 22nd October 2015. We held the event in the Library from 14.00 to 20.00 and developed the ideas with 23 people: 14 users and 8 non-users of the Library, and one staff member. Participants were split evenly by gender and ranged in age from teenagers to people in their seventies. In spite of efforts to engage them, there was a lower response rate from non-users than expected. However feedback from the non-users who attended the event was similar to the feedback we received on 15th October.

The main objectives of the Event were to 1) confirm the potential of the Idea Groups with additional Library users and non-users 2) explore how the four 'Idea Groups' could work together in the Stanmore Library Space and 3) determine the extent to which the 'Idea Groups' could generate revenue for the Library.

Participants dropped by throughout the afternoon to discuss the 'Idea Groups' and to mock them up through interactive floor plans of the Library. We paid special attention to how they thought the ideas could work in the Library and how willing people were to pay for services associated with the ideas.



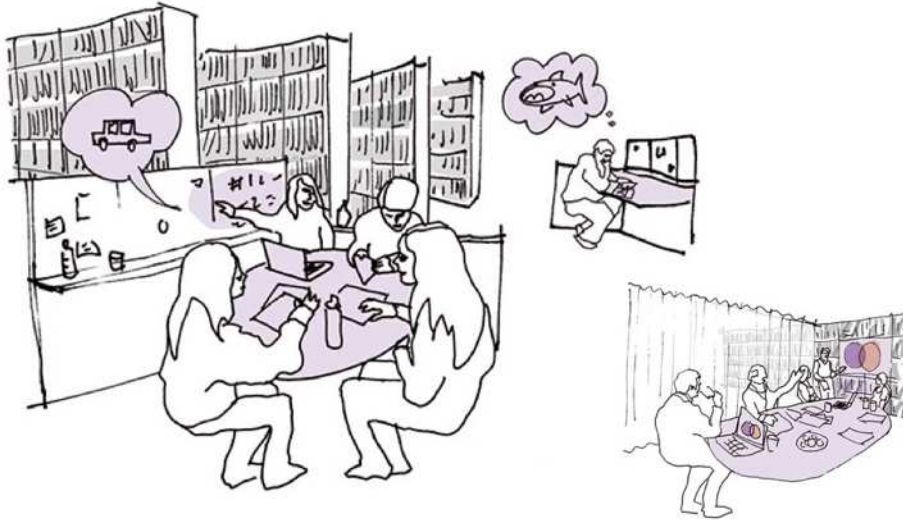
Discussing the four 'Idea Groups' and mocking them up through an interactive floorplan.

This section outlines the feedback we gathered from the Consultation (Co-Design) Event and highlights:

- The description of each 'Idea Group' we brought to the Event as stimulus.
- Participant's reactions to the 'Idea Group' and how it could be built into the Library space.
- Feedback on how the idea could work as a service for the Library.

Idea Group A

Working and Studying



1. Work & Study Somewhere Quiet

11. Use a Rented Meeting Space

Enjoy quiet, modern spaces to work and study, whether alone or with others. For larger groups and meetings, rent a spacious, private room equipped with audio-visual facilities.

Design Features:

- Modern work and study spaces for individuals and groups.
- Private spaces for meetings and larger groups.
- Additional outlets and faster internet connections.
- AV equipment for group work and meetings, such as large monitors, digital whiteboards and projectors.

Service Opportunities:

- Free spaces for individual work or study.
- Rented spaces for larger groups and meetings, including access to audio visual equipment.
- Membership plans, including priority access and reduced rates.
- Partnerships with local businesses to cater private meetings.



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The description of the Idea Group we brought into the Event.

Both users and non-users welcomed work and study areas in the Library. They emphasised the need to modernise these areas and to separate individual study spaces from group spaces.

- Users and non-users of all age groups agreed with the feedback we received in the initial consultation: this use is a core function of the Library, group spaces should be separate from individual spaces and these spaces could attract more students and young professionals.

"I wouldn't use this myself, but I know it's important for students in the area. My daughter is always looking for a place to study" Female, 30s, user

- Similar to others we spoke to, users and non-users at the event were open to booking private meeting rooms for large groups and meetings. They also suggested that these spaces could be soundproof rooms or areas in the Library.

"Yeah, this is very important. It would be great to have a space like this, especially for people who don't have an office." Male, 50s, user.

- Students and young professionals desired more modern work and study facilities to attract a younger audience. Younger users also requested more power sockets and more reliable internet connections.

"Cubicles (...) sockets!" Male, 20s, non-user.

- There was a consensus amongst participants for furniture that facilitates different types of work and study. For example, private workstations for individuals, small pods for group study and longer tables for private meetings.



Partitioned areas and pods for small groups.



Separate rooms for private meetings.

How 'Working and Studying' could work as a service for the Library:

- The majority of all participants felt strongly that individual work spaces should remain free and open. However they were open to book small group spaces and private meeting rooms for a nominal fee, such as £10 per hour.

"I would love a low-cost meeting room. I would use it all the time." Male, 40s, user.

- Around one-third of all users and non-users suggested a "pay by means" scheme, offering discounted rates to students.
- One young user and two middle aged users suggested tiered membership schemes that offer priority access and discounted rates to "pro" members of the Library.
- Students and young professionals were interested in co-working spaces to collaborate and network with others in the area. They were all open to pay for networking events and for access to conference lines and audio visual facilities.

"This should be a co-working space for students and entrepreneurs, like an incubator space." Male, 30s, user.

- Students and other non-users who were unaware of the Library. They suggested partnering with schools, colleges and other organisations to raise awareness. For example, allowing Stanmore College students to book spaces directly from the College's website.

Idea Group B

Developing Skills & Knowledge



2. Learn a New Skill

3. Ask a Volunteer Expert for Advice

Sign up for affordable classes, or access one-to-one advice from volunteer experts. You can also use this space as a business hub to produce quality documents and develop your job skills.

Design Features:

- Flexible space to accommodate group learning and individual advice.
- Printers and scanners to produce quality resumes and other documents.
- Free access to computers and high-speed internet.

Service Opportunities:

- Low-cost language, technology, and financial management classes.
- Partnerships with learning centres, schools, volunteers and the Council to deliver classes and offer advice.
- Free mentoring from 'upper level' members, a stipulation of their membership.
- Paid access to printing equipment.



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The description of the Idea Group we brought into the Event.

There is a widespread perception that access to education and quality advice is costly and hard to come by. People welcome affordable and bookable classes and advice sessions in the Library as a more accessible alternative.

- Older users and non-users require basic education around new technologies. They were enthusiastic about affordable group and one-to-one classes to develop these skills.

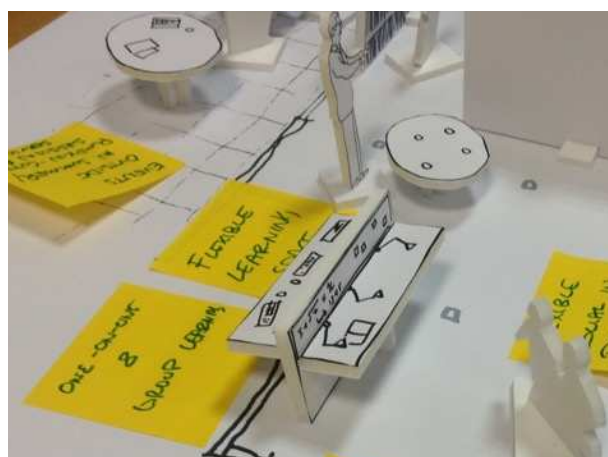
"I need basics, I'm not tech savvy (...) I'm happy to pay for IT and tech classes; how to turn it on and off." Male, 60s, non-user.

- Younger people and those comfortable with technology were keen to take advanced technology classes (e.g., Photoshop). Students and the unemployed were also interested in job skills training.
- Both older and younger people viewed group learning sessions as an opportunity to learn and socialise.

"To learn is very important, and to meet people other people while doing it." Female, 20s, non-user.

- There was a consensus that classes take place in a private meeting room or partitioned space to avoid disrupting others. People also emphasised the need to provide computers and relevant software for classes.
- Users and non-users in their late twenties and above were open to advice sessions in the Library about public services (e.g., bin collections), financial management and technology. There were some concerns around finding qualified experts to provide this advice.

"It's too expensive to pay a solicitor for legal advice, like my will. It would be nice to get basic, free advice (...) and ask some questions" Female, 70s, user.



Flexible space for one-to-one classes and group learning.



Opportunity to combine private meetings and learning spaces.

How 'Developing Skills and Knowledge' could work as a service for the Library:

- The majority of users and non-users were open to paying minimal fees for learning sessions. People suggested paying no more than £10 for each session. "pay by means" scheme, offering discounted rates to students, retirees and the unemployed.
- It was generally agreed that advice sessions should be free and offered on specific days, at specific times. Around a quarter of users and non-users suggested booking in advance of the session.
- Two users recommended membership schemes for classes, but others preferred to pay per class.
- Users and non-users mentioned partnerships with local organisations to provide classes and advice. For example, offering extra space for community learning centres like University of the Third Age (U3A) and inviting councillors to hold advice sessions.

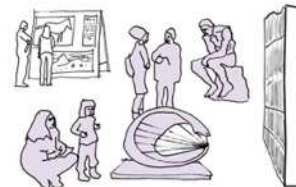
"Take the spill over from [U3A] and partner with them" Female, 60s, user.

Idea Group C

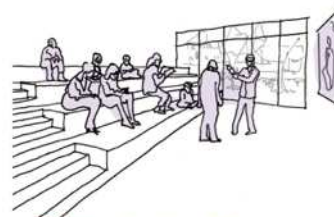
Relaxing & Socialising



4. Relax, and Have a Coffee



6. Experience Art & Culture in Stanmore



7. Attend a Local Meetup, or Host one Yourself

Bring a coffee, borrow a book and relax in the Library's lounge-like area. The area also accommodates social events like book clubs, game nights and film screenings.

Design Features:

- Modern, comfortable furniture to create a relaxed atmosphere.
- Flexible space for reading and socialising.
- A space to exhibit art, including artefacts from the different cultures in Stanmore.
- Projector screens and modular furniture for social events.

Service Opportunities:

- Rented space for social events like book clubs, exhibit openings and film screenings.
- Partnership with local businesses to cater events.
- A place to meet for other activities in the area, like walking tours.
- After hours access to certain membership levels.



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The description of the Idea Group we brought into the Event.

A comfortable space to relax, socialise and exhibit art is appreciated by both users and non-users. It could help to rejuvenate the Library and to attract new users.

- Users and non-users across age groups thought a modern, comfortable space for quiet socialising could help to develop a sense of community in Stanmore. People who live alone were especially interested to meet others in this space.

"A place for social groups with comfy chairs would be lovely!" Female, 60s, user.

- The exhibition space is highly valued by local artists and culturally minded users and non-users, across age groups. They believe it could integrate with the social space to create a warmer atmosphere in Library. Artists also suggested better lighting, cleaner backdrops and new digital displays.

"The exhibition space improves the ambiance of the Library" Female, 60s, user.

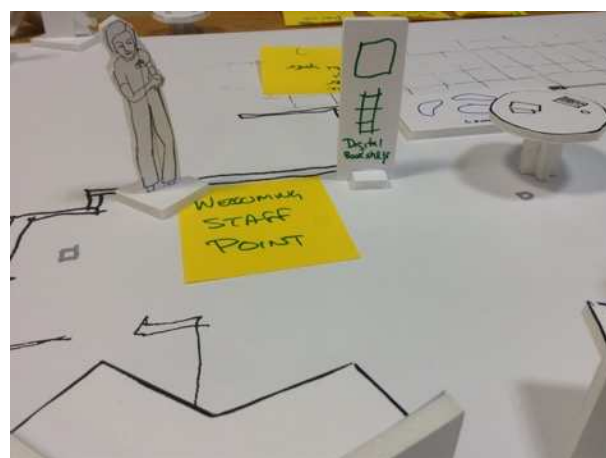
- The majority of users and non-users suggested placing this space in the front of the Library, to welcome users and to attract non-users of the Library. They also recommended moving the staff point to this space.

"Not just come in and leave; come and stay!" Male, teens, non-user.

- Students, younger professionals and older people were interested in holding and attending events like book clubs, film screenings, talks and small concerts in this area. They proposed a flexible space with modular furniture to accommodate different uses.
- About a quarter of users and non-users, especially older individuals, were concerned that socialising could interfere with the core functioning of the Library. They suggested holding livelier events like film screenings or dance classes in the evening or after hours.



A place to relax in the front of the Library, decorated with local artwork.



A staff point in the front of the Library to welcome people as they enter the space.

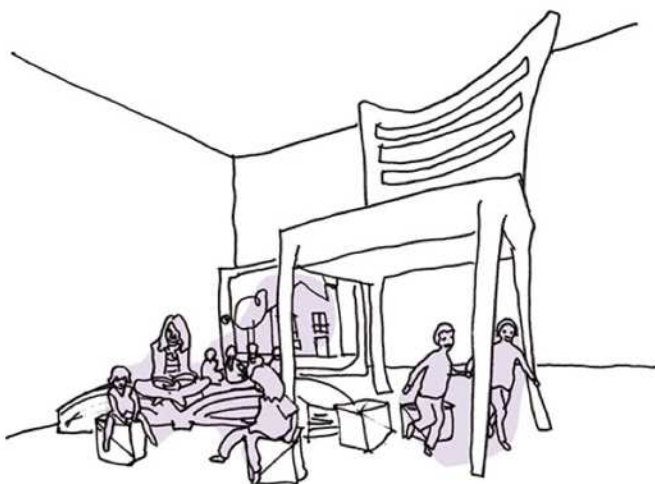
How 'Relaxing and Socialising' could work as a service for the Library:

- People who currently use the exhibition space were happy to continue to pay for use, as long as the rates do not increase.
- Both users and non-users were open to paying nominal fees to hold and attend social events, including events related to exhibitions like private viewings.
- Two users and one non-user suggested using the exhibition space to hold photography and other art competitions. Local clubs and organisations could sponsor it, and people could pay to enter the competition and to attend related events.
- Users and non-users proposed partnering with local organisations and businesses to coordinate social activities and to cater events.
- About half the people we spoke to stressed that this should not try to compete with local coffee shops, but should complement them. It should be positioned as a quieter and cheaper alternative, to relax with a book or to meet with others.

"A good alternative to Costa to meet friends." Male, 40s, non-user.

Idea Group D

Playing with and Educating Children



5. Bring My Children to Play and Learn



8. Borrow More than Books

Curl up with your children and a book or let them play and learn. Donate any extra toys you have or rent others for a small fee. This could also be your opportunity to meet other parents and access parenting advice.

Design Features:

- Cozy and whimsical design for reading and playing.
- Playful furniture to stock children's books.
- A dedicated children's area in the Library, or part of a dual-purpose space.
- Space for parents to socialise and meet each other.

Service Opportunities:

- Donate and rent toys for a small fee.
- Affordable playtime and education-based activities.
- Low-cost classes for parents and children on safety, health, and education topics.
- Partnerships with local businesses and organisations to deliver classes and to cater social events.



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The description of the Idea Group we brought into the Event.

The majority of users and non-users value having a safe place in the Library to bring children to read, as long as it does not disturb other areas of the Library.

- In general, people highly value a community space for children to read and socialise, and they agree that books are essential to this area. Users and non-users recommended more creative and playful book displays and furniture.
- Borrowing toys and introducing more playtime activities was not widely popular. Lending toys may be unhygienic and impractical; playtime contradicts the Library's core function of learning.

"It's not a play centre. It's for quiet and reading stories." Female, 70s, user.

- Almost all users and non-users would like to keep the children's area in the back, away from other areas of the Library.

"They make a mess and a lot of noise; you need to contain them." Male, 50s, user.

- Two young mothers thought the area should accommodate a range of age groups: toys for babies; comfortable seating for children who read; and a small social space with computers for older children.

"There's a difference between small versus older children. Older children want to read, play on computers." Female, 30s, user.

- Two users mentioned using the outdoor space next to the Library to hold children's events and to help minimise noise.



A children's area with reading areas and a small social area for older children.



Outdoor playtime activities and other events for children.

How 'Playing with and Educating Children' could work as a service for the Library:

- Users and non-users were all open to paying less than £5 for children's events and activities.
- The few parents who were interested in borrowing toys, were open to nominal rental rates.
- Young parents welcomed the chance to meet other parents in the Library. There is an opportunity to hold social events for parents and partner with local businesses to cater them.

"It would be nice to meet other parents in the area. Maybe after RhymeTime the Library could organise a meet and greet for parents, with some tea." Female, 30s, non-user.

- A quarter of non-users and users suggested partnerships with local play centres. For example, the centres could hold educational play activities in the Library.

4 Next Steps

The objective of this exercise was to conduct human-centred consultation with a select number of individuals in each stakeholder group: library staff, library users and non-users. This work is intended as a cornerstone of Harrow Council's understanding about the activities people would like to carry out in the Library and a mechanism to ensure the the planned redesign and refurbishment of Stanmore Library is targeted at needs and behaviours of both existing and potential users.

The findings in this report will now be delivered to Harrow Council and be referenced in the ongoing briefing for the redesign and refurbishment of Stanmore Library due to be carried out through 2015/2016.

5 Appendix

A. Who We Spoke To

We collected the answers presented and analysed aforementioned from interviews, the consultation co-design event and the online survey. We received 101 responses in total: 4 library staff, 36 library users and 61 non-users.

They broke out into the following demographics:

- **Gender:** 57 were female and 44 male.
- **Age:** 41 were between 18 and 35 years old, 8 were under 18 years old and 52 were over 35 years old.
- **Employment status:** We covered a range of people who were employed, self-employed, unemployed and retired. Almost a quarter of respondents were students.
- **Location:** More than half of the participants were living in Stanmore for a long time (around a quarter of them for more than 10 years).



A few of the users and non-users we spoke to during our research.

B. Where We Spoke to Participants

We engaged with each stakeholder group in various locations around Stanmore. On 8th October we engaged with staff and existing users in Stanmore Library. On 15th October, we focused on engaging with non-users in the 18 - 35 year old age group. We chose to visit local places currently used by this demographic for the activities we were suggesting. For example, local parks, coffee shops, bars and Stanmore College.

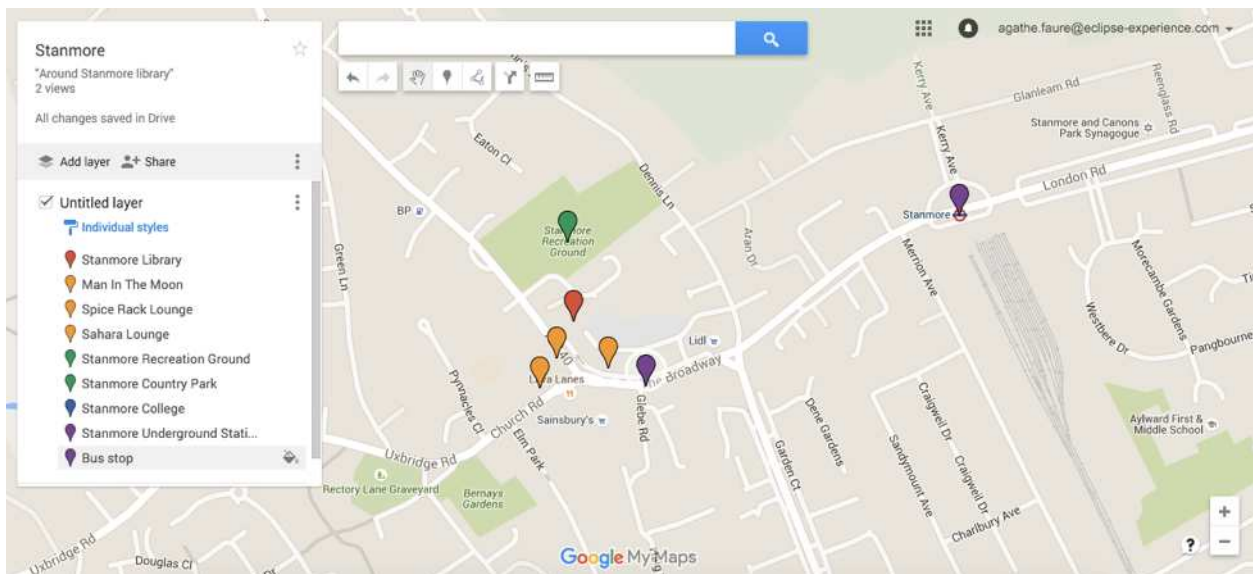
For our final engagement on the 22nd October, we returned to the Library for the Consultation (Co-design) Event with staff, users and non-users.



Stanmore Library, the location for two of our engagement exercises.



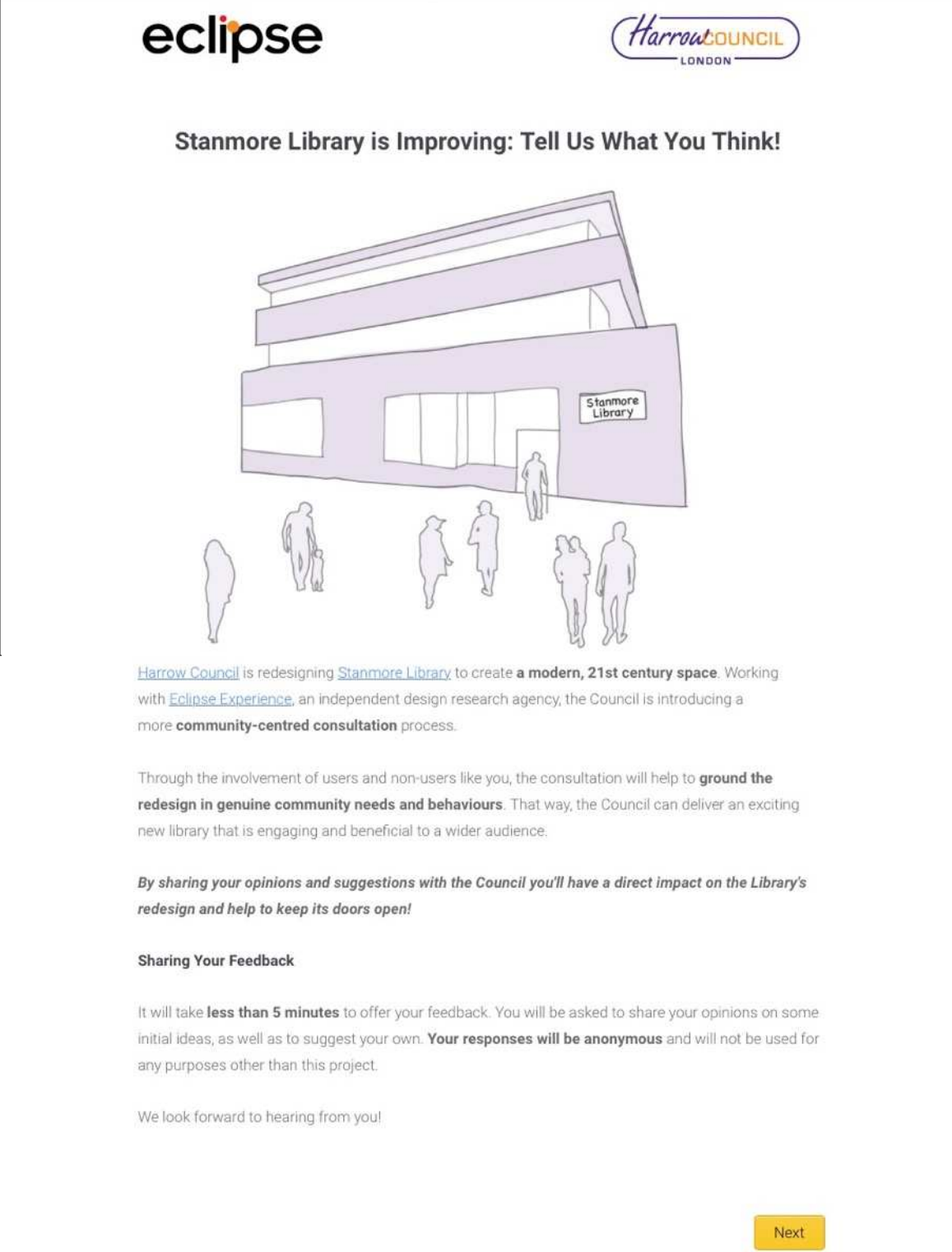
A restaurant in front of the Library, a popular place for a younger demographic of non-users.



A sampling of locations we visited on 15th October to engage with non-users of the Library.

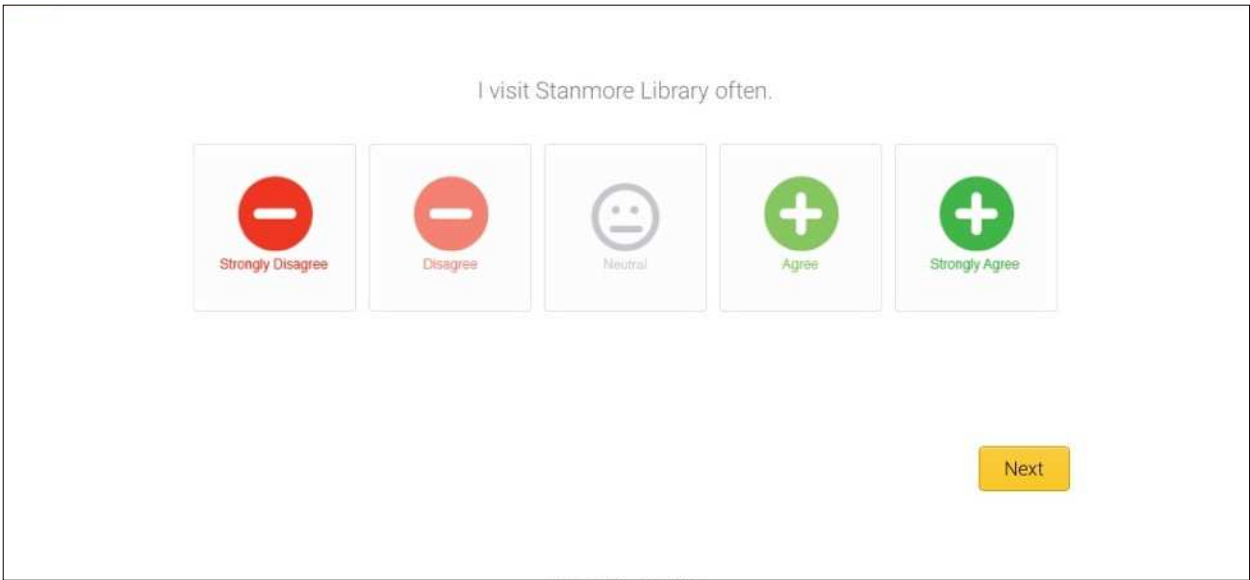
C. Survey in Qualtrics

Below are screenshots from the online survey we used as design stimulus with non-users. The survey was also distributed to the wider community through social media.

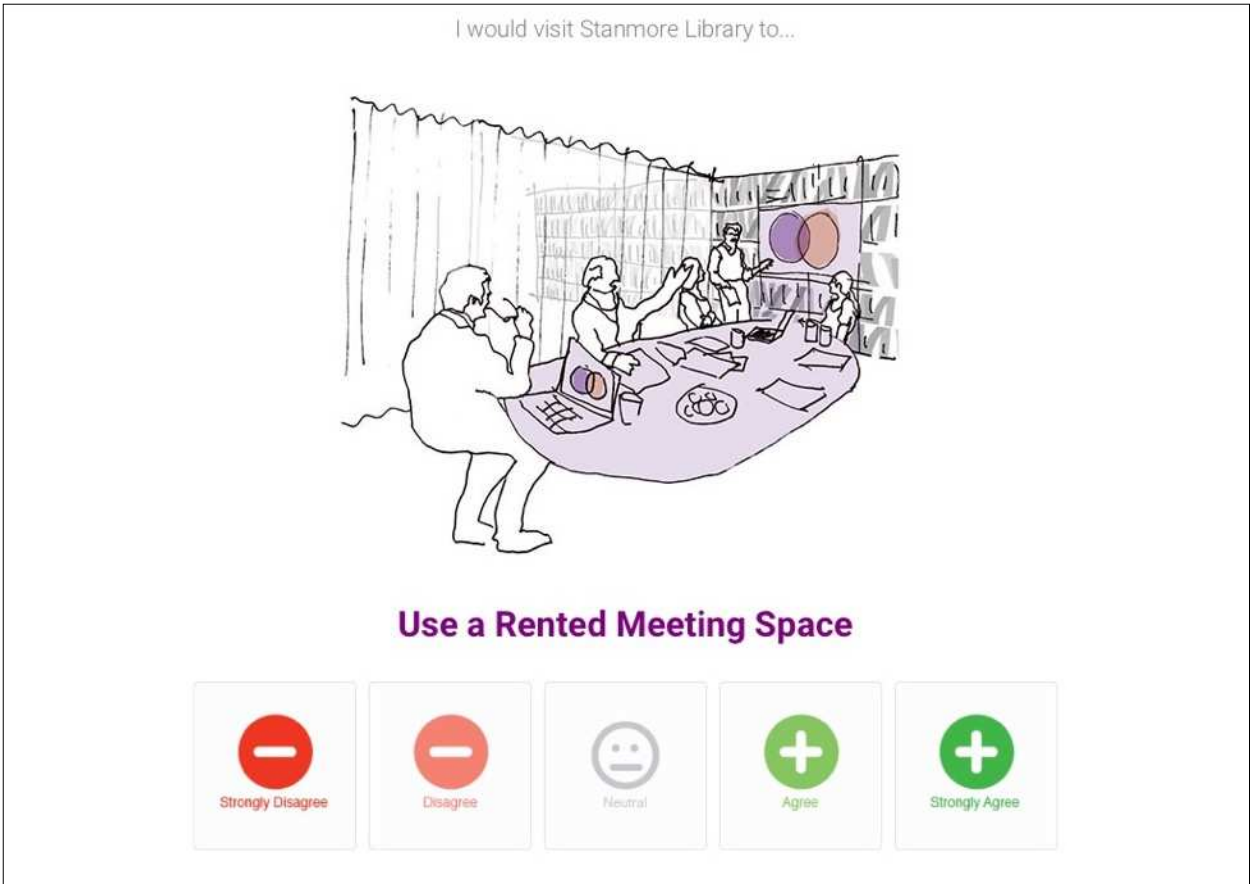


The screenshot shows the survey homepage. At the top left is the 'eclipse' logo, and at the top right is the 'Harrow COUNCIL LONDON' logo. The main heading is 'Stanmore Library is Improving: Tell Us What You Think!'. Below this is a line drawing of a modern library building with a sign that says 'Stanmore Library'. In front of the building are several stylized human figures. The text below the drawing reads: 'Harrow Council is redesigning Stanmore Library to create a modern, 21st century space. Working with Eclipse Experience, an independent design research agency, the Council is introducing a more community-centred consultation process. Through the involvement of users and non-users like you, the consultation will help to ground the redesign in genuine community needs and behaviours. That way, the Council can deliver an exciting new library that is engaging and beneficial to a wider audience. By sharing your opinions and suggestions with the Council you'll have a direct impact on the Library's redesign and help to keep its doors open! Sharing Your Feedback It will take less than 5 minutes to offer your feedback. You will be asked to share your opinions on some initial ideas, as well as to suggest your own. Your responses will be anonymous and will not be used for any purposes other than this project. We look forward to hearing from you!'. At the bottom right, there is a yellow button labeled 'Next'.

Survey homepage



First question asked to identify users and non-users. Users were anyone who answered Strongly Agree or Agree; Non-users were those who answered Neutral, Disagree and Strongly Disagree.



Example of how the each idea was presented in the online survey.

Now it's your turn! What type of activities would *bring you* to Stanmore Library?
Please make your suggestions in the space below.

Next

Powered by Qualtrics

The question asked to allow participants to add their own ideas and suggestions.

D. Details of the Consultation (Co-design) Event

The design stimulus we used in our Consultation (Co-design) Event included:

- 2 floor plans of the Library, including movable objects such as people, bookshelves, partitions, desks, tables and blank pieces for participants to add suggestions.
- Information boards, explaining our research approach and displaying the 11 uses developed with staff members, users and non-users.
- 2 sets of 4 'Idea Group' boards, displaying the uses related to each idea, as well feedback from stakeholders on how these ideas could work in the Library space and as a service.

NB: all materials were developed in partnership with Fleet Architects Limited.



Examples of the movable objects to help mockup different ideas.



A sample of our 'Idea Group' boards.

6 About Eclipse Experience

Eclipse Experience is a team of design researchers driven to understand complex socio-cultural problems and to help create products, services and experiences that embed meaningful behavioural and systemic change.

Our human-centred design research is sensitive to the complexity and contexts of everyday lives. We work in an agile, iterative and participatory way to deliver tangible and usable insights and ideas.

By helping organisations make user-centred decisions we help to create better products and services for the benefit of all stakeholders and end users.

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A huge **thank you** to Harrow Council, Stanmore Library and the residents of Stanmore who generously took time to answer our questions, and shared their views about their local Library.

Additional thanks to Fleet Architects who Eclipse worked with to develop the idea sketches and interactive floor plans.

This participation has been invaluable for this consultation and the journey towards a redesign and refurbishment of Stanmore Library.

The team at
eclipse