

	2012-13	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000	£000
Budget Requirement Brought Forward		173,113	181,116	174,922	169,676
Capital Financing Costs		1,102	1,316	-390	841
Grant Changes		14,414	-358	-525	-525
Other Technical Changes		2,519	3,500	3,360	3,370
Inflation		3,234	3,160	5,060	4,060
Transformation		-764	-296	-140	0
Community Health and Wellbeing		-1,740	-5,046	2,800	2,500
Children and Families		-761	-1,687	413	413
Environment and Enterprise		-3,470	-1,971	675	753
Resources		-1,302	-1,493	370	-225
Total		13,233	-2,875	11,623	11,187
FUNDING GAP		-5,230	-3,319	-16,869	-14,317
Total Change in Budget Requirement		8,003	-6,194	-5,246	-3,130
Revised Budget Requirement	173,113	181,116	174,922	169,676	166,546
Collection Fund Deficit/-surplus	-1,335	-1,045	-500	0	0
Formula Grant	-67,196	-87,032	-79,522	-72,878	-67,812
Amount to be raised from Council Tax	104,582	93,039	94,900	96,798	98,734
Council Tax at Band D	£1,186.55	£ 1,210.28	£ 1,234.49	£ 1,259.18	£1,284.36
Increase in Council Tax (%)		2.00	2.00	2.00	2.00
Tax Base	88,140	76,874	76,874	76,874	76,874
Collection rate	98.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	89,482	78,845	78,845	78,845	78,845

TECHNICAL BUDGET CHANGES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Capital and Investment				
Capital financing costs and investment income	1,102	1,316	-390	841
Total Capital and Investment Changes	1,102	1,316	-390	841
Grant Changes				
New homes bonus	-1146	-591	-525	-525
SSCF Grant received from GLA	98			
Council Tax Support Grant 2012-13 scheme	2,608			
PCT Funding	-546	233		
Grants rolled into Formula Grant	13,714			
Early Intervention Grant Spend Transferred to DSG	-314			
Total Grant Changes	14,414	-358	-525	-525
Other Technical Changes				
Freedom Passes	500	350	360	370
Provisions and Reserves				
Contribution to insurance provision	300	0	0	0
Capitalisation strategy/recharges strategy				
Reduce reliance on capitalisation	1,000	0	0	0
Miscellaneous				
Print Contract Costs	-421			
Pinner Road costs prior to disposal	-10			
Change in SSC charge to HRA	150	150		
Budget planning contingency	0	3,000	3000	3000
Contingency for Welfare Reform	1,000			
Total Other Technical Changes	2,519	3,500	3,360	3,370

INFLATION PROVISION

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Pay and Inflation				
Pay Award @ 1% 2013-14 and 2014-15, then 2% pa	950	950	1850	1850
Employer's Pension Contributions @ 0.25%	200	400	400	400
Increased NI from 2015 from ending contracted out rebate			1000	
Inflation on goods and services @ 2%	1,810	1,810	1810	1810
Additional provision for electricity and gas price increases	257			
Excess of September RPI (2.9%)on National Non Domestic Rates on Council properties above 2%	17			
Total Pay and Price Inflation	3,234	3,160	5,060	4,060

CROSS CUTTING TRANSFORMATION PROGRAMME

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Mobile and Flexible working - implementation and running costs	96	24		
Terms and conditions	-960	-320	-140	
Commercialisation project. Benefits incorporated into Directorate proposals	100			
Total	-764	-296	-140	0

COMMUNITY HEALTH AND WELLBEING

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
New Proposals				
Demographic Growth [above existing MTFS]	1,300	1,100	2,800	2,500
Mental Health Properties	50			
West London Alliance	10			
Housing				
Homelessness	1,000			
Invest to Save in PSL	289			
Community & Culture				
London Youth Games	8			
Under One Sky	25			
Support for specialist welfare advice services	90			
Total New Growth Proposals	2,772	1,100	2,800	2,500
Adults				
Share Complaints team with another local authority and/or aggregate within the Council		-104		
Supporting People Service - targetted efficiency savings through specific contracts		-450		
Reduce Supporting People Service - targetted savings through specific contracts		-400		
Sharing of Joint Assessment Team with another local authority		-93		
Secure further earmarked investment from PCT / CCG in Adult Social Care	-500			
Decommision Greenview services - saving on Harrow's contribution to the service following its closure by Health partner	-230			
Housing				
Reallocation of staff time from GF to HRA as a result of HRA reform leading to a change in emphasis of work - saving in GF.	-215			
Deletion of vacant Enabling Project Officer post	-36			
Invest to Save - cash incentives for council tenants to move into other housing options	-48			
Invest to Save - cash incentives for council tenants to move into other housing options		-48		
Affordable PSL accommodation product - 45 units.	-240			
Reduced management and maintenance costs of Travellers site	-10			
Empty homes project initiative - bringing empty homes back into use to reduce homelessness costs		-300		
Community & Culture				
Reduce Adult Learning Subsidy	-73			
Reduce Adult Learning Subsidy		-50		
Cease subsidy to Harrow Young Musicians	-58			

COMMUNITY HEALTH AND WELLBEING

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Share responsibility for Community Cohesion across the Council	-63			
Combine Gayton & Civic Centre Libraries		-75		
Hatch End Pool, Arts Centre, Museum and Bannister stadium, reduce subsidy through commercialisation and investment opportunities	-117	-238		
Public Health				
Contribution to DPH salary to be funded by ring fenced grant from April 2013	-50			
Contribution to overheads from Barnet/Harrow	-150			
Additional CHW savings still being developed	-209	-1080		
Total CHW New Savings	-1,999	-2,838	0	0
Net New Proposals	773	-1738	0	0
Existing MTFS				
Adults				
Demographic Growth [existing MTFS]	1,500	1500		
Circles of Support	300			
Housing				
Homelessness [100 families & anticipated B&B HB changes]	-250	-250		
Community & Culture				
Cultural Strategy Review growth and efficiencies	-150			
Total Existing CHW MTFS Investment	1,400	1,250	0	0
Efficiencies				
Adults				
Contract Management - managing inflation	-100			
Contract Management - efficiencies	-150	-100		
Contract Management - Home Care Providers	-900			
WLA Joint Procurement: APC Res Care 12/13 onwards	-150	-150		
Supporting People		-200		
CNWL: Mental Health Efficiencies	-100			
Voluntary Sector Funding Model - Investment		-100		
Voluntary Sector Funding Model - savings		-200		
Residential Care Strategic Review: JB UoR	-1,550	-3,000		
Investment in Community Based Services	775	1,500		
Day Services Strategic Review: JB UoR	-300	-300		
Purchasing Budget [Community Based efficiencies]		-1,000		
Commissioning Staff		-300		

COMMUNITY HEALTH AND WELLBEING

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Reablement	-900			
Cessation of Funding for Transport clubs	-75			
Housing				
Housing Needs - Private Sector Leasing scheme		-75		
West London Housing Needs Partnerships	-150			
Housing Service Efficiency Review		-70		
Community & Culture				
Community Development review of structure and service re-provision	-48	-15		
Libraries transformation 2 - savings associated with the Library Management system and review of opening hours.	-25	-71		
Cultural Strategy Review efficiencies - savings subject to tendering exercise with Ealing and Brent	-200	-400		
Procurement efficiencies	-40	-77		
Total Existing MTFS Savings	-3,913	-4,558	0	0
Net Changes Built into Feb MTFS	-2,513	-3,308	0	0
Net Community Health and Wellbeing	-1,740	-5046	2800	2500

CHILDREN & FAMILIES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
New Proposals				
Investment in Services				
Demographic growth – Placements	26	26	88	88
Demographic growth – Staffing	13	123	123	123
CLA Changing Demographic - Placements			90	90
CLA Changing Demographic - Staffing			30	30
Growth in CWD numbers - Demographic			82	82
Loss of Youth Justice Board funding	90	10		
SEN post to undertake new statutory duties	50			
R&R Market Supplement	150			
Creation of Advanced Practitioner SW posts	310	70		
Principal SW role - post-Munro post	70			
Ofsted - Health Coordinator at NWP	50			
Youth Scrutiny Proposals	70			
Project Management Costs SNT Outsourcing	27	-27		
Project Management Costs children's centre proposals	20	-20		
Project Management costs - Joint solution	100	-100		
Future Efficiency Programme - error in MTFS		260		
Business Support				
Shortfall in targeted savings from business support model	185			
CIS Staffing	45			
Total New Investment	1,206	342	413	413
Efficiency Programme				
Introduction of Charging for non Stat Educ Phy	-125	-90		
Conduct in house parenting assessment	-20	0		
Consolidation of Early Years training functions	-100	-50		
Profit Sharing with HSIP	-30			
Deletion of Head of ESSO	-50	-50		
Reduction of Divisional Director		-125		
Consolidation of staffing structure - proposed deletion of 6 posts	-217	-78		
Consolidate and recommission all contracts relating to drug & alcohol	-100			
Recommission and consolidate parenting support	-130			
Savings from commissioning budgets	-109			
Reduction in semi-supported provision		-410		
Relocation of Youth Stop into Council premises		-50		
Consolidation of Clinic in a Box commission	-21	0		
Further children's centre remodelling	-173			
SNT 3 additional (pre-school route and uniform provision)	-40			
Total of Children and Families Savings	-1,115	-853	0	0

CHILDREN & FAMILIES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Net New Savings Proposals	91	-511	413	413
Existing MTFS				
Investment in Services				
Demographic growth – Placements	62	62		
Demographic growth – Staffing	110	0		
CLA Changing Demographic - Placements	90	90		
CLA Changing Demographic - Staffing	30	30		
Growth in CWD numbers	82	82		
Transfer of duties in respect of Children on remand	270			
Total Existing Growth	644	264	0	0
Efficiency Programme				
Transformation Programme				
Special Needs Transport II - demand management including Independent Travel Training	-56	-45		
Special Needs Transport III - full market engagement		-500		
Integrated Childrens services - Staff	-100			
Harrow School Improvement Partnership	-50	-50		
Procurement Savings	-500			
Procurement - Placements	-70	-70		
Legal Advocacy	-20			
Reduction in the contract for Connexions services	-240			
Children's Centres remodelling	-200	-200		
Reduction in Mental Health provision		-100		
Respite Care for CWD (short breaks)		-100		
Reduction in commissioning		-115		
Future Efficiency Programme		-260		
Business Support Savings	-260			
Total Existing Children and Families savings	-1,496	-1,440	0	0
Net Existing MTFS	-852	-1,176	0	0
Net Children's Services	-761	-1,687	413	413

ENVIRONMENT AND ENTERPRISE

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Budget Pressures and Growth				
PRS - Vehicle early termination payments	832	-832		
Transformation growth	163	-163		
Parking review	522	46		
Additional Harrow Town Centre cleaning following from OLF2	167			
CCTV camera income decline		70	56	45
CRC/EA increase in cost of CRC scheme	93			
Welfare to work Xcite:	108			
WLWA Levy	912	345	677	708
Growth Total	2,797	-534	733	753
Procurement related pressures due to change in market price and profit share for Dry recycables	256			
Maintenance of CCTV cameras	121			
Pressures Total	377	0	0	0
TOTAL PRESSURES AND GROWTH	3,174	-534	733	753
Additional income				
Increase Income and rental from Corporate Estate	-80	0	0	0
Increasing the level of fees recharged for adaptations undertaken using Council or DFG funding. Business as usual	-75	0	0	0
Introduction of Civic Centre staff car parking charges	-135	-45	0	0
Licensing - scope for additional income	-40	0	0	0
Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet	0	-25	0	0
SLA Income - HRA, Schools & Other Bodies. Increased income from revised SLA with schools	-19	0	0	0
Textile recycling	-10	0	0	0
ADDITIONAL INCOME TOTAL	-359	-70	0	0
Environment Savings				
Climate Change - Flexible retirement and consumables	-31	0	0	0
Environment Consumables	-100	0	0	0
Further management reductions in Environment	0	-240	0	0
Reduce highways maintenance budget	-273	0	0	0
Public Realm service reduction	-673	-81	0	0
Public Realm Post reductions	0	-24	0	0
Traffic & Highways post reductions	-251	0	0	0

ENVIRONMENT AND ENTERPRISE

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	0	-122	-58	0
Consolidation of property services within old Environment and Enterprise Directorates. Transformation Project	-180	0	0	0
Cost reduction of maintaining parking equipment	-30	0	0	0
Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	-75	0	0
Reduce the number of off-street car park sites and dispose of selected car park sites	0	-100	0	0
Review Animal Services	-40	0	0	0
Review operations of the CCTV control room during the night	-30	0	0	0
Review Brent-Harrow Trading Standards consortium and / or provide Trading Standards on a reduced scale.	-140	0	0	0
Review Trade Waste	-220	0	0	0
Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-100	0	0	0
TOTAL ENVIRONMENT SAVINGS	-2,143	-642	-58	0
ENTERPRISE SAVINGS:				
Part residual Research and Development budget	0	-56	0	0
Residual from Major Projects budget	-25	0	0	0
Procurement savings on Northgate contract	-6	0	0	0
Enterprise Post Deletions	-457	0	0	0
Enterprise Consumables	-60	0	0	0
TOTAL ENTERPRISE SAVINGS	-548	-56	0	0
Total Environment and Enterprise Savings	-3,050	-768	-58	0
Net of New Proposals	124	-1,302	675	753
EXISTING MTFS:				
WLWA Levy	306	344		
Closure of loss making car parks	-150			
Management Efficiencies	-75			
Parking permit charge increase	-40			
Returning Parks to Open Space	-350			
Soft Market testing of statutory animal services	-20			

ENVIRONMENT AND ENTERPRISE

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Stds)	-50	-100		
Existing - Environment efficiencies Total	-685	-100	0	0
Additional planning fees income following change from central government		-290		
Additional staffing reductions	-100			
Further staffing reductions	-200			
Grant to Harrow In Business for transition period	-25			
Introduce differential charging policy for planning applications to provide for fast track income generation	-15			
Revenue Projects	-8			
Staffing reductions/restructuring proposals	-326			
Existing - Enterprise Total	-674	0	0	0
Procurement Savings - others	-140	-273		
Procurement - Transport Review	-350			
Existing procurement Total	-490	-273	0	0
PRISM growth and efficiencies (2012-13 reversal)	-200			
Property Co/FM growth and efficiencies (2012-13 reversal)	-100			
	-300	0	0	0
PRISM efficiencies	-1,500	-350		
Property Co/FM growth and efficiencies	-251			
	-1,751	-350	0	0
Total Existing MTFS Savings	-3,900	-1,013	0	0
Net Existing MTFS	-3,594	-669	0	0
Net Environment and Enterprise	-3,470	-1,971	675	753

RESOURCES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
New Proposals				
Investment in Services				
BTP Contract Indexation	30	30		
Software Licences	88			
Experian & LIS	3	22	-25	
Refresh of Residents Panel	10	-10		
Aggregation Options now in New Proposals	644	25		
Helpline Income shortfall	80			
Card Payment System	92			
Cashiers Service Resilience	50			
Increased Resources in Payroll	35			
Legal Expansion of Child protection	120			
Individual Electoral Registration	100	-100		
Finance Improvement Plan	300	-300		
Finance - Ending Service to WLWA	40	27		
Reduced Schools SLA Income	20			
DWP Housing Benefit Reduction in Administration Grant		250	500	
Loss Housing Benefits Overpayments Income Stream		-120	320	110
Additional Staff Revenues CTS collection	150			
Harrow HELP scheme	250			
Reduced WLWA Income Payroll	20	15		
Investment in Procurement Team to size of team for 2011/12	310	193		
Total Investment	2,342	32	795	110
Close F2F and Telephony Channels for Public Realm Enquiries	-30	-70	-50	-50
Reconfigure One Stop Shop	-50	-100	-190	-100
Further channel shift through roll out of My Harrow account		60	-60	
Datacentre to remain at the Civic Centre	-250			
Recharge utility costs for computer room to Capita	-177			
Telephony Over SIP	-200			
ITO Unit Based Pricing	TBC	TBC	TBC	TBC
Delete post of Senior Professional SIMS	-60			
Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning	-132	-97		
Merger of Consultation Officer into Communications team	-40			
Communications	-46	-46		
Additional Print Contract Savings	-250	-100		
Cessation of External recruitment Advertising	-25	-75		
Reduction of 1FTE Anti Fraud Investigator Post	-50			

RESOURCES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Reprocurement Occupational Health	-30			
Deletion of Corporate Risk Management Support Service	-30	-30		
Cross Council Insurance Claims	-30	-70		
Reduced Contribution to Insurance Provision		-100		
Reduced Number and Frequency Formal Committees	-100			
Efficiency savings in Mayor's office	-26			
Scaled Back Councillor Investigation Process	-50			
Increase to Registrars Fee Income Target	50	-100		
Reduction in Corporate Finance staffing		-200		
Treasury Management	-462			
Revenues Staffing Reductions				-40
Housing Benefits Staffing Reductions			-125	-145
Withdraw Discretionary Rate Relief from Charity Shops	-25			
Funding Administration of Emergency Relief Scheme	-85			
Resources Savings	-2,098	-928	-425	-335
Net of New Proposals	244	-896	370	-225
Existing MTFS				
PDP				
Local Information System Licences and Running Costs	18			
Reduction in DAT contribution due to PCT budget reductions	-25			
Customer Services				
Web development & licences	10			
IT & text alerts	50			
IT / PMO				
BTP Periodic Payments Inflation	30			
Collections and Benefits				
PFI Grant Cancellation	38	43		
DWP HB Reduction in Admin Grant	128	119		
DWP Reduction in Recession Grant	170			
Funding for Localised CTB consultation & Implementation (one off growth)	-100			
Loss of Housing Benefits Overpayments Income Stream		320		
Total Existing Resources Directorate	319	482	0	0
Investment				
Efficiencies				
PDP				

RESOURCES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Rolling out the Performance Management Business Case, to provide a centralised performance management resource for all Directorates across the Council.	-34			
Merging the Policy and Partnerships Team with the following elements of the Community Development Team: •Community Grants • Third Party Hate Crime Reporting • Community Development work	-58			
Merger of Corporate Performance Team and Service Performance Team, reducing staffing		-93		
HRD				
Reduction in HRD Management team		-65		
Print Contract Savings	-100			
Reduction in HRD posts	-75	-75		
Re-negotiate L&D managed service contract fees	-50			
Reduction in TU facility budget	-30			
Risk Audit and Fraud				
CORPORATE ANTI-FRAUD TEAM				
Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery	-20	-19		
INTERNAL AUDIT				
Reduce co-sourcing budget		-16		
CORPORATE HEALTH & SAFETY SERVICE				
Delete H&S advisor post	-42			
CIVIL CONTINGENCIES TEAM				
Joint working opportunity with other boroughs	-35			
INSURANCE SERVICE				
Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	-3		
Future trading with Academies	-25			
Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies	-20			
Customer Services				
Move landlords online with F2F by appointment only on fixed days	-90			
Reduction in staff hours to meet demand through fewer full time posts	-60			
Use of Artificial Intelligence to divert switchboard calls	-60	-60		
Restructure of Reception to ensure all day cover	-10			

RESOURCES

	2013-14	2014-15	2015-16	2016-17
	£000	£000	£000	£000
Further channel shift through roll out of My Harrow account		-120		
IT / PMO				
ITO reductions	-88			
Deletion of Project Manager	-48			
LEGAL AND GOVERNANCE				
Legal Practice				
Efficiency savings already agreed	-71			
Continuation of code of conduct for councillors	43			
Shared Service efficiencies	-150			
Registrars				
Share/reduce management costs	-75			
Elections				
E-canvass Project	-20	-20		
Collections and Benefits				
Deletion of 2 FTE posts in Revenues - CT&NDR	-60			
Deletion of 4 FTE posts in Housing Benefits		-140		
Deletion of 1 post in Parking Back Office	-25			
Staff reductions to match DWP Admin grant reduction		-48		
Conc Travel - Changes to TfL grant distribution	-105	-102		
Corporate Finance				
Finance restructure		-100		
WLWA - additional contribution to overheads from increased service	-17			
Procurement				
procurement team restructure	-170	-193		
Merger of Divisions within a Resources Directorate	-118			
Efficiencies from merging the Chief Executive's, Corporate Finance and Legal and Governance Directorates into a single Directorate	-250	-25		
Total Existing Resources Savings	-1,865	-1,079		
			0	0
Net Changes Built into Feb MTFS	-1,546	-597	0	0
Net Resources Directorate	-1,302	-1,493	370	-225