

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
<b>RESOURCES</b>				
<b>Investment in Services</b>				
<b>Customer Services</b>				
Web development & licences	10	G	On Track	Jonathan Milbourn
IT & text alerts	50	G	On Track	Jonathan Milbourn
Helpline Income shortfall	80	G	On Track	Jonathan Milbourn
Card Payment System	92	G		Jon Turner
<b>IT / PMO</b>				
BTP Contract Indexation	60	G		Rahim
Transfer from capital - Microsoft annual licence costs more economic than buying	88	A	Actual costs unknown - Capita still in discussions with Microsoft	Rahim
<b>Strategic Commissioning</b>				
Local Information System Licences and Running Costs	18	G		Alex Dewsnap
Reduction in DAT contribution due to PCT budget reductions (reversal of one off growth in 2012-13)	-25	G		Alex Dewsnap
Experian & LIS	3	G		Alex Dewsnap
Refresh of Residents Panel	10	G		Alex Dewsnap
<b>HRD</b>				
Cashiers Service Resilience	50	G	needed and being used	Fern
Corporate services savings shortfall	20	G		Jon Turner
Increased Resources in Payroll	35	G		Jon Turner
Reduced WLWA SLA Income to Payroll	20	A	Position subject to use of service which is being negotiated	Jon Turner
<b>Legal and Governance</b>				
Legal Expansion of Child protection	120	G		Hugh
Individual Electoral Registration	100	G		Hugh
<b>Finance</b>				

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Finance Transformation Project	200	A	Transition plan still being developed. Will be dependent on agreement to carry forwards from 2012-13, otherwise scope will need to be reduced.	Simon George
Finance - Ending Service to WLWA	23	A	Position subject to use of service which is being negotiated, timing as to end point currently unclear	Simon George
Reduced Schools SLA Income	20	G		Simon George
<b>Risk Audit and Fraud</b>				
Internal Audit - loss of income from ending service to WLWA	17	G	No loss of income anticipated as WLWA intend to continue to use Harrow Internal Audit Services for 2013/14 - currently in process of agreeing plan including audit days.	Susan Dixson
<b>Collections and Benefits</b>				
Additional Staff-Revenues CTS collection	150	G	needed and being used	Fern
Harrow HELP scheme	100	G	needed and being used	Fern
PFI Grant Reduction	38	G	occurred so needed and being used	Fern
DWP HB Reduction in Admin Grant	298	G	DWP budget announcement for 13-14 reduced subsidy so needed	Fern
Funding for Localised CTB consultation & Implementation (reversal of one off growth in 2012-13)	-100	G	One off in 12/13 only so budget removed in 13/14	Fern
<b>Procurement</b>				
Investment in Procurement Team to restore size of team to that for 2011/12	140	A	New structure consulted on has £130k budget gap, plus recruitment costs dependent on carry forward.	Terry Brewer
<b>Total Investment in Services</b>	<b>1,617</b>			
<b>Savings</b>				
<b>Customer Services</b>				
Move landlords online with F2F by appointment only on fixed days	-90	G	On track - Appointment system live changes in place	Jonathan Milbourn
Reduction in staff hours to meet demand through fewer full time posts	-60	G	On track to make savings	Jonathan Milbourn
Use of Artificial Intelligence to divert switchboard calls	-60	G	On track - Project live	Jonathan Milbourn
Restructure of Reception to ensure all day cover	-10	G	On track - complete	Jonathan Milbourn

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Reconfigure One Stop Shop	-50	G	On track - Appointment system live changes in place	Jonathan Milbourn
<b>IT / PMO</b>				
Deletion of Project Manager	-48	G		Rahim
Datacentre to remain at the Civic Centre	-250	G		Rahim
Recharge utility costs for computer room to Capita - allocated to Resources	-95	A	Saving was overstated and alternative savings have been identified to replace this item	Rahim
Reduction in Telephony Costs utilising SIP	-200	A	Overstated by £50k. No significant progress from Capita on procurement	Rahim
<b>Strategic Commissioning</b>				
Delete post of Senior Professional SIMS	-60	G	delivered	Alex Dewsnap
Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning	-132	A	CSB considered the aggregation business case at its meeting on 27th March. Aspects of this affecting policy delivery will now be delivered to coincide with a new Administration in May 2014. Therefore, the saving for 2013/14 will need to be delivered via changes in staffing plus underspend within the Division, which s currently on track. The £97k is on track to be delivered along with the £93k in line 61 for 2014/15 plus the structural budget changes necessary to enable the remainder of the £132k to be taken out of the base budget on a permanent basis in 2014/15. Saving is therefore amber only on the basis of the structural savings not being delivered in year but there will be no adverse budget position due to delivering an underspend position across the Division.	Alex Dewsnap
Merger of Consultation Officer into Communications team	-40	G	delivered	Alex Dewsnap
Communications - reduction in number of campaigns	-46	G	delivered	Alex Dewsnap
<b>HRD</b>				

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Re-negotiate L&D managed service contract fees	-38	G	Delivered	Lesley Clarke
Reduction in TU facility budget	-30	G	Will be delivered. £22k per annum income from Unison.	Lesley Clarke
Print Contract Savings	-350	A	Still working through rollout and may need to revisit budgets consolidated.	Jon Turner
Cessation of External recruitment Advertising	-25	R	IOB considered options for permanent recruitment (including external recruitment) for implementation in 2014/15. Delay puts at risk the savings in 2013/14	Lesley Clarke
<b>Risk Audit and Fraud</b>				
CORPORATE ANTI-FRAUD TEAM				
Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery	-20	G	1 FTE post saving for 13/14 amounting to £50K plus expected income from other sources in 13/14 & 14/15.	Justin Phillips
INTERNAL AUDIT				
Delete vacant post in audit	-30	G	Post deleted.	Susan Dixson
CORPORATE HEALTH & SAFETY SERVICE				
Delete 2 posts in Health and Safety	-82	G		Jon Turner
CIVIL CONTINGENCIES TEAM				
Joint working opportunity with other boroughs	-35	G	1 FTE post kept vacant for 6 months amounting to £17k, plus expected income from Schools SLA in 13/14 of £18k, giving total of £35k. There will be a continuing pressure in 2014/15 as the SunGard contract can only be cancelled in August giving a 6-month notice period, and the WL BC Accommodation proposal is still in draft with the legal teams.	Kan Grover
INSURANCE SERVICE				
Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	G	On target through increased in-house handling of motor and injury claims	Karen Vickery

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Future trading with Academies	-25	A	Academies cannot benefit from the Council's self-insurance arrangements hence the appetite from academies to purchase their insurance through the Council is low, however we are working with the Insurance London Consortium to develop a product specifically designed for academies	Karen Vickery
Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies	-20	G	Posts deleted in July 2012	Karen Vickery
Reduction of 1FTE Anti Fraud Investigator Post	-50	G		Justin Phillips
Reprocurement Occupational Health	-70	G	delivered	Jon Turner
Deletion of Corporate Risk Management Support Service	-30	G	On track to make saving	Simon George
Cross Council Insurance Claims	-30	A	LEAN review of motor claims commenced March 2013 and tree root protocol is under development, however new processes may take time to embed	Karen Vickery
Deletion of Divisional Director post as part of Resources Directorate restructure	-118	G	delivered	Tom Whiting
<b>LEGAL AND GOVERNANCE</b>				
<b>Legal Practice</b>				
Legal Practice staffing	-28	G		Hugh
Shared Service efficiencies	-75	G		Hugh
Expansion of Legal Practice Shared Service	-100	A	Decision by potential partner delayed until November, will not deliver saving in 13-14	Hugh
<b>Registrars</b>				
Share/reduce management costs	-75	G		Hugh
<b>Elections</b>				
E-canvass Project	-20	G		Hugh
Reduced Number and Frequency Formal Committees	-30	R	Agreement has not been reached on reducing meetings and hence implementation of the savings required.	Hugh
Efficiency savings in Mayor's office	-26	R	Agreement has not been reached on implementation of the savings required.	Hugh
Scaled Back Councillor Investigation Process	-50	G		Hugh

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Increase to Registrars Fee Income Target	50	A	Green 2013-14, Amber 2014-15	Hugh
<b>Corporate Finance</b>				
Audit fees reduced	-160	G	consistent with fee proposal from auditors	Hasina Shah
London Boroughs grant scheme – reduced levy	-74	G	delivered	Steve Tingle
Treasury Management - increased investment income	-939	A	Dependent on interest rates. These have moved against us since saving proposed.	Hasina Shah
<b>Procurement</b>				
<b>Collections and Benefits</b>				
Deletion of 2 FTE posts in Revenues - Council Tax and NNDR	-60	G		Fern
Deletion of 1 post in Parking Back Office	-25	G		Fern
Concessionary Travel - Changes to TfL grant distribution	-105	G	Green 2013-14. Dependent on continuation of current level of funding from TFL and no further methodology changes	Fern
Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15	-25	G	Not now stopping DRR altogether but funding can still be saved due to the way it is accounted for under Business Rates retention	Fern
Funding Administration of Emergency Relief Scheme from Grant	-85	G		Fern
Restrict the issuing of taxi cards to only that which is available through TFL funding	-200	G		Fern
Cross Council Efficiencies not delivered in 2012-13	215	G		Tom Whiting
<b>Late Savings</b>				
Vacancy management	-148	G	£160k pro rata allocation across salaries budgets. Rest contained within Revenue and Benefits as one off savings on HB payment over recovery and additional grant.	Tom Whiting
Agency	-157	G		Tom Whiting
Procurement	-205	G		Tom Whiting
Inflation	-86	G		Inflation allocation restricted to pension augmentation and Capita contract with a small balance held on Corporate director's code.

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<b>Total Resources Savings</b>	<b>-4,504</b>			
<b>Net Resources Directorate</b>	<b>-2,887</b>			
<b>ENVIRONMENT AND ENTERPRISE</b>				
<b>Investment in Services</b>				
PRs - Vehicle early termination payments	295	G	The termination costs have been confirmed at £85k. The remaining balance will be use to offset revenue overspends.	Dave Corby / Mick Wynne
Transformation growth	163	G		Philip Hamberger
Parking review	261	A	Full cumulative impact up to 14/15 can range between - £568k if free parking is not introduced to +938k if free parking is introduced (additional growth of +£370k), dependant on decision at cabinet in November.	David Eaglesham
Additional Harrow Town Centre cleaning following from OLF2	87	G	Ongoing funding.	Dave Corby / Mick Wynne
CRC/EA increase in cost of CRC scheme	93	G		Andrew Baker
Welfare to work Xcite:	108	G	Recruitment implemented.	Mark Billington
WLWA Levy	1,218	A	Risk of additional levy, possibly mitigated by lower PAYT tonnages	Alan Whiting
Procurement related pressures due to change in market price and profit share for Dry recyclables	256	G	Risk whether the growth is sufficient dependant on recycling performance	Alan Whiting
Maintenance of CCTV cameras	71	G	Implemented	Andy Appleby
<b>Total Investment in Services</b>	<b>2,552</b>			
<b>Savings</b>				
<b>Additional income</b>				
Introduce differential charging policy for planning applications to provide for fast track income generation	-15	G	Additional income is being achieved by increasing the provision of pre-application advice.	Stephen Kelly
Increase Income and rental from Corporate Estate	-80	G	Income lease signed.	Philip Loveland-Cooper

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	£000	RAG Status		
Increasing the level of fees recharged for adaptations undertaken using Council or DFG funding. Business as usual	-75	A	Proposal submitted to Housing to bring the fees up to the level of private sector providers, however this is not yet agreed by Housing. There is an increase in income for adaptations in general, which helps meet the income budget.	Andy Parsons
Introduction of Civic Centre staff car parking charges and other free car parks	-135	R	Consultation documents prepared and EQIA completed, awaiting approval to progress.	Andy Parsons
Licensing - scope for additional income	-40	G	On target, to be achieved.	Finlay Flett
SLA Income - HRA, Schools & Other Bodies. Increased income from revised SLA with schools	-19	G	SLA signed.	Andrew Baker
Textile recycling	-10	G	New contract now signed with a better price per tonne as a result of favourable market prices for textile. On track of achieving additional income subject to actual tonnage.	Andrew Baker
<b>ADDITIONAL INCOME TOTAL</b>	<b>-374</b>	<b>0</b>		<b>0</b>
<b>Environment Savings</b>				
PRISM growth and efficiencies (2012-13 reversal)	-200	G	12/13 growth budget carried forward to match rephasing of project spend	Philip Hamberger
Property Co/FM growth and efficiencies (2012-13 reversal)	-100	G	The budget has been carried forward to 13/14 to match the rephasing of project spend (the procurement of IT building maintenance system).	Andy Parsons
Towards Excellence	-1,500	R	Project pause and restart means that savings will be realised from April 2014.	Philip Hamberger
Property Co/FM growth and efficiencies	-251	G	FYE of Phase 1 Property Services restructure - fully delivered.	Andy Parsons
Review of loss making car parks	-150	R	Alternative project underway (P&D) to secure income from alternative car parks.	Andy Appleby
Management Efficiencies	-75	G	Delivered.	Caroline Bruce
Parking permit charge increase	-40	G	On target, to be achieved.	Finlay Flett



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		Status		
Returning Parks to Open Space	-350	R	Change in priorities following the recent change in administration - more formal maintenance regimes reinstated in most parks originally identified to becoming naturalised areas. 14/15 growth bid prepared. 13/14 one-off £100K corporate funding confirmed to reinstate service.	Dave Corby / Mick Wynne
Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-50	A	Subject to successful prosecution of criminal activities, but likely to achieve this year's saving based on existing cases.	Finlay Flett
Climate Change - Flexible retirement and consumables budget	-31	G	Likely to be achieved and is subject to commencement of phased retirement	Andrew Baker
Environment Consumables	-100	G	Delivered.	ALL
Further management reductions in Environment	-100	G	13/14 saving delivered. Alternatives to be identified to realise 14/15 saving as part of MTFs refresh.	Philip Hamberger
Reduce highways maintenance budget	-273	G	Delivered, by changing response times.	Dave Masters
Public Realm service reduction	-644	R	Proposals linked to PRISM and the deliverability of some of these is unlikely in 13/14. Also change in priorities following the recent change in administration - Reinstatement of sweeping in some non town centres, parks maintenance, gates locking in parks & cemeteries and dog waste collection. 14/15 growth bids prepared. 13/14 one-off corporate funding confirmed to reinstate services.	Dave Corby / Mick Wynne
Traffic & Highways post reductions	-251	G	Delivered, by changing response times	David Eaglesham
Consolidation of property services within old Environment and Enterprise Directorates. Transformation Project	-180	G	Staff consultation completed and new structure now confirmed. Although the restructure was delayed, the staff costs would be contained within existing budgets of Property Services.	Andy Parsons
Cost reduction of maintaining parking equipment	-30	G	Achieved.	Andy Appleby
Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	R	Not proceeding with the proposal. Alternative savings to be identified as part of MTFs refresh.	Andy Parsons

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Soft Market testing of statutory animal services and review of commercial animal services	-60	R	Not achieved.	Finlay Flett
Review operations of the CCTV control room during the night	-30	R	Not achieved. Alternative saving to be identified as part of the MTFs refresh.	Finlay Flett
Review Brent-Harrow Trading Standards consortium and / or provide Trading Standards on a reduced scale.	-140	A	No actuals processed, awaiting for confirmation of agreement, currently forecast to be on track	Finlay Flett
Review Trade Waste	-220	R	The option to cease trade waste is not pursued, instead seeking to retain and develop the service. A detailed business case is being developed. Budget reinstated in 13/14 to give time to develop the service, and deliver a phased saving in future years.	Alan Whiting
Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-100	R	The anticipated saving from the re-tender of cleaning contract did not materialise. To adopt a corporate landlord approach, effort is being made on identifying alternative savings from building maintenance through budget aggregation.	Andy Parsons
<b>TOTAL ENVIRONMENT SAVINGS</b>	<b>-4,950</b>			<b>0</b>
<b>ENTERPRISE SAVINGS:</b>				
Residual from Major Projects budget	-25	G	Delivered.	Stephen Kelly
Procurement savings on Northgate contract	-6	G	Delivered.	Stephen Kelly
Enterprise Post Deletions	-1,083	G	Delivered.	Stephen Kelly/Caroline Bruce
Enterprise Consumables	-93	G	Delivered.	Stephen Kelly/PLCC
<b>TOTAL ENTERPRISE SAVINGS</b>	<b>-1,207</b>	<b>0</b>		<b>0</b>
Procurement Savings - others	-140	R	Procurement yet to identify possible targets	Venetia Reid-Baptiste

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		Status		
Procurement - Transport Review	-350	A	DoV with FRAIKIN now signed. Part year saving £319K achieved in 13/14. £263K in E&E with the rest realised in Childrens Services.	Philip Hamberger
<b>Existing procurement Total</b>	<b>-490</b>			0
<b>Total Environment and Enterprise Savings</b>	<b>-7,021</b>			0
<b>Additional Targets Reallocated Cross Council</b>				
Procurement - Category Management savings	-76	R	Source of savings to be identified	Procurement (Paul Smith)
Agency Staff - reduction in usage	-160	A	Savings Allocation from Corporate based on historical actuals that were higher due to transition and implementation of MTFS and transformation projects savings. Double count with savings above. Action in train to deliver as much as possible in 13/14. It is anticipated that saving will be delivered in 14/15.	Philip Hamberger
Staffing - Vacancy management	-150	A	Savings Allocation from Corporate based on historical actuals that were higher due to transition and implementation of MTFS and transformation projects savings. Double count with savings above. Action in train to deliver as much as possible in 13/14. It is anticipated that saving will be delivered in 14/15.	Philip Hamberger
Recharge utility costs for computer room to Capita	-83	G	New recharge and will be based on actual utility cost. A meter to be installed to measure the consumption separately. Capita will be invoiced once a good sample of data is obtained and agreed with Capita.	Andy Parsons
	<b>-469</b>			0
<b>Net Environment and Enterprise</b>	<b>-4,938</b>			0
<b>COMMUNITY, HEALTH AND WELLBEING</b>				
<b>Investment in Services</b>				

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Homelessness [100 families & anticipated B&B HB changes]	-250	A	£150k flagged up as unachievable in 2013/14 and additional savings made elsewhere as part of commissioning panel proposals to cover this amount. Saving then re-instated by members due to delay in implementation of universal credit, but still not considered to be achievable on a permanent basis by officers, although it may be deliverable in the short term. In 2013/14 compensatory savings likely to avoid this being overspent.	Jon Dalton
Homelessness	1,000	A	Impact of welfare reform not yet known. We believe we can meet from within these figures, but delay in implementation may result in movement between years.	Jon Dalton
Invest to Save in PSL	289	A	Due to the impact of welfare reform, it has proven more difficult than anticipated to source new private-sector properties to lease as landlords are increasingly concerned about the potential for loss of income. This initiative is in the process of being reviewed to make it more attractive, but we anticipate that we will use this budget by the end of 2014-15.	Jon Dalton
<b>Housing General Fund</b>	1,039			
		A		
Demographic Growth	2,800		High risk demand-led budget requiring on-going monitoring; this excludes potential Continuing Care shifts which are assumed to be covered by the Corporate Contingency.	Visva Sathasivam
Mental Health Properties	50	G		Visva Sathasivam
West London Alliance	10	G		Chris Greenway
<b>Adults</b>	<b>2,860</b>			
Cultural Strategy Review growth and efficiencies	-150	G	Growth in 12/13 now reversed.	?
London Youth Games	8	G	Contribution agreed with London Councils.	?
Under One Sky	25	G	Plans in place to fully utilise this funding.	?
Support for specialist welfare advice services	90	G	Plans in place to fully utilise this funding.	?
<b>Community &amp; Culture</b>	<b>-27</b>			

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<b>Total Investment in Services</b>	<b>3,872</b>			
<b>Savings</b>				
Housing Needs - Private Sector Leasing Scheme		G		Jon Dalton
Housing Service Efficiency Review		G	Partial savings (c.50%) identified, with the remainder still to be found. We believe it will be possible to deliver this.	Alison Pegg/Jane Fernley/Jon Dalton
Reallocation of staff time from GF to HRA	-215	G	Already implemented	Alison Pegg/Jane Fernley/Jon Dalton
Deletion of vacant Enabling Project Officer Post	-36	G	Post already deleted.	Alison Pegg/Jane Fernley
Invest to Save - cash incentives	-48	G	Cash incentive scheme now officially launched and high levels of interest already expressed. We believe the total savings can be delivered by the end of 2014-15.	Jon Dalton/Jane Fernley
Affordable PSL accommodation	-240	A	Due to the impact of welfare reform, it has proven more difficult than anticipated to source new private-sector properties to lease as landlords are increasingly concerned about the potential for loss of income. This initiative is in the process of being reviewed to make it more attractive, but we anticipate that we will generate the required savings by the end of 2014-15.	Jon Dalton
Reduced costs at Travellers Site	-10	G		Toni Burke
Late savings - vacancy management	-16	R	Unlikely to be delivered via this route but expected to be delivered through management of compensatory savings across the directorate	All
Late savings - agency costs	-17	R	Unlikely to be delivered via this route but expected to be delivered through management of compensatory savings across the directorate	All
Late savings - reduced inflation allocation	-6	G	Probably containable but not yet allocated to specific areas.	All

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Empty Homes Initiative		G	Based on previous experience, this should be achievable.	Alison Pegg
<b>Housing General Fund</b>	<b>-587</b>			
Contract Management - managing inflation	-100	G	Achieved	Chris Greenway
Contract Management - efficiencies	-150	G	Achieved	Chris Greenway
Contract Management - Home care providers	-900	G	Achieved	Visva Sathasivam / Chris Greenway
WLA Joint Procurement: APC Residential Care	-150	G	Uncertain that continuing to place at APC rates will deliver the required level of saving. However, we believe it is likely given the part-year effect of 2012/13 placements. This needs to be monitored throughout the year.	Visva Sathasivam
CNWL: Mental Health Efficiencies	-100	G	This saving is dependent on CNWL managing within existing budget and containing any pressures that arise from placements in the year. In addition, there are historic issues regarding CNWL's ability to deliver services within the approved financial envelope.	Visva Sathasivam
Residential Care Strategic Review	-1,550	R	It is anticipated that a new structure will be in place by 1	Jonathan Price
Investment in Community Based Services	775	R	January 2014 and 3/12 mths of savings will be achieved of	
Day Care Strategic Review	-300	R	There are pressures in the delivery of this saving as consultation delayed due to feedback; In addition staff notice periods etc will need to be factored in to the timescales thus delaying the implementation date and therefore the savings; Some savings to date however, have been recognised within the existing services and further savings are dependent on the closure of Bentley Day Centre by 31.12.2013	Jonathan Price
Reablement	-900	G	Plans to achieve this are in place, but will need ongoing monitoring alongside other purchasing budgets as these can be very volatile.	Jonathan Price
Cessation of Funding for Transport Clubs	-75	G	Funding for transport stopped November 2012	Jonathan Price

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Secure further earmarked investment from CCG in Adult Social Care	-500	A	Dependent on further discussions with the CCG to agree that the additional grant funding can support existing rather than new service provision. There is however a risk around the ongoing relationship with the CCG.	Carol Yarde
Decommission Greenview Services	-230	G	Actioned in 2012/13	Visva Sathasivam
Occupational Therapy	-230	A	Capitalisation of staff costs may be a risk and this is currently being reviewed with Technical Finance to avoid future audit challenge.	Visva Sathasivam
Late savings - vacancy management	-69	R	Unlikely to be delivered via this route but expected to be delivered through management of savings across the directorate	All
Late savings - agency costs	-73	R	Unlikely to be delivered via this route but expected to be delivered through management of savings across the directorate	All
Late savings - reduced inflation allocation	-197	G	Probably containable but interlinked with performance on overall purchasing budget.	All
<b>Adults</b>	<b>-4,749</b>			
Community Development review of structure and service reprovision	-48	G	The relevant salaries budgets have been reduced and this saving will be achieved.	
Libraries Transformation 2	-25	G	This will reduce the budget available for outsourcing the project.	
Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-200	A	It is anticipated that the contracts will commence on 1/9/13. Due to the lateness of implementation and the significant costs of extending the Leisure contract, no savings will be made in 13-14 and at Period 3, a forecast overspend of £229k on Libraries and Leisure is reported. Additionally, some funding will be required for mobilisation costs, particularly IT costs i.e. uncoupling the IT from the Council. Approximate cost for this is £145k. This cost has not been included in the revenue position at Period 3.	

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Reduce Adult Learning Subsidy	-73	G	Kenton Learning Centre have agreed to fund the running costs £24k. Plans are in place for the Service manager to be funded from the grant from September 2013.	
Reduce subsidy to harrow young musicians	-28	G	Alternative funding is available to Harrow Young Musicians; grant reduced by 50% in 13/14.	
Share responsibility for Community Cohesion across Council	-63	R	The saving assumes the deletion of 1 FTE with effect from 1/4/13. However, the consultation has only commenced and due to notice requirements only part year effect will be achieved in 13/14. Period 3 assumes the post is deleted 30/12/13. Unlikely to be achieved.	
Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium	-117	R	The income targets agreed by Members, ahead of the development of the business case were extremely challenging, and as a result not considered achievable for either the Museum [which will be closed until potentially November 2014 due to Tithe Barn works] or the Arts Centre. A Commercialisation project has been set up to develop further and indicate that this saving may be deliverable in a longer time frame, requiring compensatory savings to be identified in the shorter term.	
Review main grants budget	-69	G	This reduces the SLA grant budget by 10% to £600k. Grants have been allocated for 13/14 in line with the funding available.	
Reduce officer support for grants	-40	A	There are currently 2 FT staff in 1.5 PT posts. One staff member may wish to move to PT working, however the employee is currently on long term sick leave. If this does not happen, a mini restructure is anticipated. Period 3 presumes one staff member will be PT from 1/9/13.	
One off support for commissioning for voluntary sector	-40	G	Growth in 12/13 now reversed	
Libraries Transformation 2 -reversal of one off investment in 2012-13	-150	G	Growth in 12/13 now reversed	



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14	2013-14		
	£000	RAG	Comments	Officer Lead
		Status		
Combine Gayton & Civic Centre Libraries	-75	A	Delay in History Library to Museum and combining Gayton and Civic Centre Libraries.	
Late savings - vacancy management	-25	R	Unlikely to be delivered via this route given low level of vacant posts but expected to be delivered through management of compensatory savings across the directorate	
Late savings - agency costs	-27	R	Unlikely to be delivered via this route given that the agency spend in this area is lower than the target allocated. Expected to be delivered through management of compensatory savings across the directorate.	
Late savings - reduced inflation allocation	-11	G	Achieved	
<b>Community &amp; Culture</b>	<b>-991</b>			
	-150	G		
<b>Public Health</b>	<b>-150</b>			
Procurement Savings	-229	R	Plans still to be developed	
<b>Total Savings</b>	<b>-6,857</b>			
<b>Net</b>	<b>-2,985</b>			
<b>CHILDREN &amp; FAMILIES</b>				
<b>Investment in Services</b>				
Increase in CLA placement budgets reflecting growth in child population and changing demographic	178	G		MC
Increase in CWD client costs reflecting growth in child population	82	G		RR
Increase in staffing costs reflecting growth in child population and changing demographic	153	G		MC
Loss of Youth Justice Board funding	90	G		MC
Transfer of duties in respect of new duties for young people on remand	270	G		MC
SEN post to undertake new statutory duties	50	G		RR
Qualified Social Worker - Recruitment & Retention Market Supplement	150	G		MC

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14	2013-14		
	£000	RAG Status	Comments	Officer Lead
Creation of Advanced Practitioner SW posts	310	G		MC
Principal Social Worker role - post-Munro	70	G		CD
Health Co-ordinator post at NWP	50	G		MC
Youth Scrutiny Proposals	70	G		RS/WB
Project Management Costs including SNT, Children's Centre remodelling and developing new transformation projects	97	G		RR
Shortfall in targeted savings from business support model	185	G		CD
Corporate Indexing Scanning (CIS) Staffing	45	G		CD
<b>Total Investment</b>	<b>1,800</b>			
<b>Savings</b>				
Integrated Children's Services - Remaining staffing savings	-100	G		CD
Consolidation of staffing structure including proposed deletion of 1 Divisional Director post	-167	G		CD
Deletion of Head of ESSO	-50	G		CD
Reconfiguration of Early Intervention Service to support the Families First Programme	-150	A	Staffing not deleted. Saving supported by Troubled Families Grant	RS/WB
Children's Centres remodelling	-373	G		RS/WB
Special Needs Transport II - demand management including Independent Travel Training	-56	G		RR
Special Needs Transport III - full market engagement	-40	G		RR
Introduction of Charging for non Statutory Educational Psychology	-125	G		RR
Review of semi supported provision including potential closure of Honeypot Lane	0	G	Facility to close 31/10/13. Early achievement of Saving.	MC
Procurement Savings including placements	-120	G	Placements £120k	MC
	-155	G	Allocated to Services £155k	
	-95	A	Plans in place, not yet allocated £95k	CD
	-250	R	No plans identified £250k	CD

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14	2013-14		
	£000	RAG Status	Comments	Officer Lead
Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-835	G		CD/RS/WB
Recommissioning of Respite Care for CWD	0	G		RR
Consolidation of Early Years training functions	-100	G		CD/RS/WB
Business Support Savings	-260	G		CD
<b>Total of Children and Families Savings</b>	<b>-2,876</b>			
<b>£1.92m ADDITIONAL SAVINGS - Children's Allocation</b>				
Prices	-105	A	Built into budgets. Total Budget forecasting an overspend.	CD
Vacancy Rate 0.5%	-62	A	Built into budgets. Total Budget forecasting an overspend.	CD
Agency savings	-66	A	Built into budgets. Total Budget forecasting an overspend.	CD
Procurement	-52	R	No plans identified	CD
<b>Sub total</b>	<b>-285</b>			
<b>Net Children's Services</b>	<b>-1,361</b>			
<b>TOTAL ALL DIRECTORATES</b>	<b>-12,171</b>			