

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
RESOURCES				
Investment in Services				
Customer Services				
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
IT / PMO				
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
Strategic Commissioning				
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
HRD				
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
Legal and Governance				
Legal Expansion of Child protection	120	G		Hugh
Individual Electoral Registration	100	G		Hugh
Finance				
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

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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
Risk Audit and Fraud				
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 Dixon
Collections and Benefits				
Additional Staff-Revenues CTS collection	150	G	needed and being used	Fern
Harrow HELP scheme	100	G	PH pulled Cabinet report and currently reviewing position. High chance monies may not be used in 2013/14	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
Procurement				
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
Total Investment in Services	1,617			
Savings				
Customer Services				
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
Reconfigure One Stop Shop	-50	G	On track - Appointment system live changes in place	Jonathan Milbourn
IT / PMO				

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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
Strategic Commissioning				
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 is 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
HRD				
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

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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
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	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 Dixon
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 no	Kan Grover
INSURANCE SERVICE				
Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	G	Exceeded target through increased in-house handling of motor and injury claims. Current savings total £5,800.	Karen Vickery
Future trading with Academies	-25	R	'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. As the insurance contracts for Academies renew in August/September it will not be possible to generate income in 2013/14.	Karen Vickery

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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
LEGAL AND GOVERNANCE				
Legal Practice				
Legal Practice staffing	-28	G		Hugh
Shared Service efficiencies	-75	G		Hugh
Expansion of Legal Practice Shared Service	-100	R	no partner likely to join before elections in May 2014, and so will not deliver savings in 13-14	Hugh
Registrars				
Share/reduce management costs	-75	G		Hugh
Elections				
E-cavass 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
Increase to Registrars Fee Income Target	50	G	Green 2013-14, Amber 2014-15	Hugh
Corporate Finance				
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	G	Dependent on interest rates	Hasina Shah
Procurement				

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Collections and Benefits				
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
Late Savings				
Vacancy management	-148	G	£160k pro rata allocation across salaries budgets.	Tom Whiting
Agency	-157	G	Rest contained within Revenue and Benefits as	Tom Whiting
Procurement	-205	G	one off savings on HB payment over recovery and additional grant.	Tom Whiting
Inflation	-86	G	Inflation allocation restricted to pension augmentation and Capita contract with a small balance held on Corporate director's code.	Tom Whiting
Total Resources Savings	-4,504			
Net Resources Directorate	-2,887			

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
ENVIRONMENT & ENTERPRISE				
Investment in Services				
PRS - Vehicle early termination payments	295	GREEN	The termination costs have been confirmed at £105k. The remaining balance will be use to fund the Towards Excellence project costs.	Dave Corby / Mick Wynne
Transformation growth	163	GREEN		Philip Hamberger
Parking review	261	AMBER	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	GREEN	Ongoing funding.	Dave Corby / Mick Wynne
CRC/EA increase in cost of CRC scheme	93	GREEN		Andrew Baker
Welfare to work Xcite:	108	GREEN	Recruitment implemented.	Mark Billington
WLWA Levy	1,218	AMBER	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	GREEN	Risk whether the growth is sufficient dependant on recycling performance	Alan Whiting
Maintenance of CCTV cameras	71	GREEN	Implemented	Andy Appleby
Total Investment in Services	2,552			
Savings				
Additional income				
Introduce differential charging policy for planning applications to provide for fast track income generation	-15	GREEN	Additional income is being achieved by increasing the provision of pre-application advice.	Stephen Kelly
Increase Income and rental from Corporate Estate	-80	GREEN	Income lease signed.	Philip Loveland-Cooper
Increasing the level of fees recharged for adaptations undertaken using Council or DFG funding. Business as usual	-75	AMBER	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.	Venetia Reid-Baptiste
Introduction of Civic Centre staff car parking charges and other free car parks	-135	RED	Consultation documents prepared and EQIA completed, awaiting approval to progress.	Venetia Reid-Baptiste

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Licensing - scope for additional income	-40	GREEN	On target, to be achieved.	Finlay Flett
SLA Income - HRA, Schools & Other Bodies. Increased income from revised SLA with schools	-19	GREEN	SLA signed.	Andrew Baker
Textile recycling	-10	GREEN	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
ADDITIONAL INCOME TOTAL	-374	0		0
Environment Savings				
PRISM growth and efficiencies (2012-13 reversal)	-200	GREEN	12/13 growth budget carried forward to match rephasing of project spend	Philip Hamberger
Property Co/FM growth and efficiencies (2012-13 reversal)	-100	GREEN	The budget has been carried forward to 13/14 to match the rephasing of project spend (the procurement of IT building maintenance system).	Venetia Reid-Baptiste
Towards Excellence	-1,500	RED	Project pause and restart means that savings will be realised from April 2014.	Philip Hamberger
Property Co/FM growth and efficiencies	-251	GREEN	FYE of Phase 1 Property Services restructure - fully delivered.	Venetia Reid-Baptiste
Review of loss making car parks	-150	RED	Alternative project underway (P&D) to secure income from alternative car parks.	Venetia Reid-Baptiste
Management Efficiencies	-75	GREEN	Delivered.	Caroline Bruce
Parking permit charge increase	-40	GREEN	On target, to be achieved.	Finlay Flett
Returning Parks to Open Space	-350	AMBER	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	AMBER	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	GREEN	Likely to be achieved and is subject to commencement of phased retirement	Andrew Baker

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Environment Consumables	-100	GREEN	Delivered.	ALL
Further management reductions in Environment	-100	GREEN	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	GREEN	Delivered, by changing response times.	Dave Masters
Public Realm service reduction	-644	AMBER	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	GREEN	Delivered, by changing response times	David Eaglesham
Consolidation of property services within old Environment and Enterprise Directorates. Transformation Project	-180	GREEN	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.	Venetia Reid-Baptiste
Cost reduction of maintaining parking equipment	-30	GREEN	Achieved.	Andy Appleby
Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	RED	Not proceeding with the proposal. Alternative savings to be identified as part of MTFS refresh.	Venetia Reid-Baptiste
Soft Market testing of statutory animal services and review of commercial animal services	-60	RED	Not achieved.	Finlay Flett
Review operations of the CCTV control room during the night	-30	RED	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	AMBER	No actuals processed, awaiting for confirmation of agreement, currently forecast to be on track	Finlay Flett

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Review Trade Waste	-220	RED	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	RED	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.	Venetia Reid-Baptiste
TOTAL ENVIRONMENT SAVINGS	-4,950			0
ENTERPRISE SAVINGS:				
Residual from Major Projects budget	-25	GREEN	Delivered.	Stephen Kelly
Procurement savings on Northgate contract	-6	GREEN	Delivered.	Stephen Kelly
Enterprise Post Deletions	-1,083	GREEN	Delivered.	Stephen Kelly/Caroline Bruce
Enterprise Consumables	-93	GREEN	Delivered.	Stephen Kelly/PLCC
TOTAL ENTERPRISE SAVINGS	-1,207	0		0
Procurement Savings - others	-140	RED	Procurement yet to identify possible targets	Venetia Reid-Baptiste
Procurement - Transport Review	-350	AMBER	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
Existing procurement Total	-490			
Total Environment and Enterprise Savings	-7,021			
Net Environment and Enterprise	-4,469			
Additional Targets Reallocated Cross Council				

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Procurement - Category Management savings	-76	RED	Source of savings to be identified	Procurement (Paul Smith)
Agency Staff - reduction in usage	-160	AMBER	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	AMBER	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	AMBER	New recharge to IT contractor was to be based on actual utility cost. However, the meter has not yet been installed to measure the consumption separately and there is a risk that Capita will not accept the charges if they are not reliable.	Venetia Reid-Baptiste
	-469	0		0
Net Environment and Enterprise	-4,938			

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
COMMUNITY, HEALTH & WELLBEING				
Investment in Services				
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	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	Jon Dalton
Housing General Fund	1,039			
Demographic Growth	2,800	A	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
Adults	2,860			
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.	
Community & Culture	-27			
Total Investment in Services	3,872			
Savings				
Housing Needs - Private Sector Leasing Scheme		G		Jon Dalton

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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	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
Empty Homes Initiative		G	Based on previous experience, this should be achievable.	Alison Pegg
Housing General Fund	-587			
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	Chris Greenway

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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	This is a complex project which impacts the most vulnerable in Harrow and specifically those living	Jonathan Price
Investment in Community Based Services	775	R		
Day Care Strategic Review	-300	R	This project involves a change in service for upwards of 100 service users with learning disability. Delays in the initial consultation lead to an in-year cabinet decision to implement. Again, the project will deliver the MTFs over two years and the savings	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
Secure further earmarked investment from CCG in Adult Social Care	-500	A	An agreed position has been reached for the 2013/14 NHS Funding Transfer which results in the Council supporting the CCG STARRS service for 2013/14 only and which leaves a shortfall of £64k. This additional income, previously assumed to be received on an	Carol Yarde
Decommission Greenview Services	-230	G	Actioned in 2012/13	Visva Sathasivam
Occupational Therapy	-230	A	Although this was agreed between members and the Director of Finance in place at the time, capitalisation of staff costs may be a risk and this is currently being reviewed to ensure this can be legitimately capitalised.	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

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
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
Adults	- 4,749			
Community Development review of structure and service reprovion	-48	G		
Libraries Transformation 2	-25	G	The relevant salaries budgets have been reduced and this saving will be achieved.	
Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-200	A	This will reduce the budget available for outsourcing the project.	
Reduce Adult Learning Subsidy	-73	G	It is anticipated that the contracts will commence on 1/9/13. Due to the latesness 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	
Reduce subsidy to harrow young musicians	-28	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.	
Share responsibility for Community Cohesion across Council	-63	R	Alternative funding is available to Harrow Young Musicians; grant reduced by 50% in 13/14.	
Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium	-117	R	The saving assumes the deletion of 1 FTE with effect from 1/4/13. Unlikely to be acheived.	
Review main grants budget	-69	G	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]	
Reduce officer support for grants	-40	G	This reduces the SLA grant budget by 10% to £600k. Grants have been allocated for 13/14 in line with the funding available.	

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
One off support for commissioning for voluntary sector	-40	G	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 w	
Libraries Transformation 2 -reversal of one off investment in 2012-13	-150	G	Growth in 12/13 now reversed	
Combine Gayton & Civic Centre Libraries	-75	A	Growth in 12/13 now reversed	
Late savings - vacancy management	-25	R	Delay in History Library to Museum and combining Gayton and Civic Centre Libraries.	
Late savings - agency costs	-27	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 - reduced inflation allocation	-11	G	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.	
Investment in Services savings	-991		Achieved	
Public Health	-150	G		
Transformation	-229	R		
Total Savings	-6,707			
Net CHW	-2,835			

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
CHILDREN & FAMILIES				
Investment in Services				
Increase in CLA placement budgets reflecting growth in child population and changing demographic	178	G	Fully allocated to placements budgets.	MC
Increase in CWD client costs reflecting growth in child population	82	G	Fully allocated to CWD client cost budgets.	RR
Increase in staffing costs reflecting growth in child population and changing demographic	153	G	Allocated to Targeted Services establishment budgets.	MC
Loss of Youth Justice Board funding	90	G	Grant reduced by £27k in 2013/14, further reductions expected in 2014/15.	MC
Transfer of duties in respect of new duties for young people on remand	270	G	OK. Costs being monitored.	MC
SEN post to undertake new statutory duties	50	G	Additional Caseworker post added to SEN staffing establishment.	RR
Qualified Social Worker - Recruitment & Retention Market Supplement	150	G	Fully allocated to relevant posts in staffing establishment budgets	MC
Creation of Advanced Practitioner SW posts	310	G	Allocated to Targeted Services establishment budgets.	MC
Principal Social Worker role - post-Munro	70	G	Allocated to Targeted Services establishment budgets.	CD
Health Co-ordinator post at NWP	50	G	Allocated to Targeted Services establishment budgets.	MC
Youth Scrutiny Proposals	70	G	Allocated in Youth Development Budget	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
Total Investment	1,800			
Savings				
Integrated Children's Services - Remaining staffing savings	-100	G	Final part of total saving of £450k. Saving fully allocated to staffing establishments.	CD

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Consolidation of staffing structure including proposed deletion of 1 Divisional Director post	-167	G	In 2014/15 it is proposed that the Divisional Director post saving is achieved by reducing 0.2 FTE by eliminating job share arrangement and by freeing up £100k of Council funding by recharging the education element of placements to the dedicated schools grant. All other posts deleted.	CD
Deletion of Head of ESSO	-50	G	Post not yet deleted, offset in 2013/14 by vacant Divisional Director's post in Commissioning and Schools.	CD
Reconfiguration of Early Intervention Service to support the Families First Programme	-150	A	Staffing not deleted. Saving supported by Troubled Families Grant. The Troubled families programme is expected to receive a budget carry forward of £526k in 2014/15, £300k of which is intended to be used to support this saving. The continuation of the Troubled Families Grant is uncertain beyond 2014/15.	RS/WB
Children's Centres remodelling	-373	G	On track.	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	SLAs agreed with Schools	RR
Review of semi supported provision including potential closure of Honeypot Lane	0	G	Facility to closed 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
Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-835	G	Relevant contracts and budgets reduced.	CD/RS/WB

	2013-14	2013-14		
	£000	RAG	Comments	Officer Lead
		Status		
Recommissioning of Respite Care for CWD	0	G		RR
Consolidation of Early Years training functions	-100	G	Relevant contracts and budgets reduced.	CD/RS/WB
Business Support Savings	-260	G	Transitional 9 FTE posts deleted.	CD
Total of Children and Families Savings	-2,876			
£1.92m ADDITIONAL SAVINGS - Children's Allocation				
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
Sub total	-285			
Net Children & Families	-1,361			

Savings

	Resources	Environment & Enterprise
	£000	£000
Red	181	-2,486
Amber	782	-2,002
Green	3,541	-3,002
Total	4,504	-7,490

Growth

	Resources	Environment & Enterprise
	£000	£000
Red	0	0
Amber	471	1,479
Green	1,146	1,073
Total	1,617	2,552

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Community, Health & Wellbeing	Children & Families	Total
£000	£000	£000
-1,711	302	-3,714
-1,245	478	-1,987
-3,751	2,381	-831
-6,707	3,161	-6,532

Community, Health & Wellbeing	Children & Families	Total
£000	£000	£000
0	0	0
3,839	0	5,789
33	1,800	4,052
3,872	1,800	9,841