

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17

(APPENDIX 1 to the report)

	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000
Budget Requirement Brought Forward		181,063	174,426	161,964
Capital Financing Costs		462	310	841
Grant Changes		-1,683	2,007	-145
Other Technical Changes		-2,738	3,279	3,289
Inflation		2,560	3,460	3,460
Transformation		-244	-187	-31
Community Health and Wellbeing		-3,058	2,782	2,500
Children and Families		-572	413	413
Environment and Enterprise		-149	333	764
Resources		-1,214	-110	505
Total		-6,636	12,287	11,596
FUNDING GAP		0	-24,750	-20,765
Total Change in Budget Requirement		-6,636	-12,463	-9,169
Revised Budget Requirement	181,063	174,426	161,964	152,795
Collection Fund Deficit/-surplus	-1,045	-1,676	0	0
Revenue Support Grant	-52,100	-42,628	-30,650	-20,650
Top Up	-20,154	-20,546	-21,113	-21,694
Retained Non Domestic Rates	-14,725	-14,509	-15,034	-15,184
Amount to be raised from Council Tax	93,039	95,067	95,167	95,267
Council Tax at Band D	£ 1,210.28	£ 1,210.28	£ 1,210.28	£1,210.28
Increase in Council Tax (%)	2.00	0.00%	0.00%	0.00%
Tax Base	76,874	78,550	78,632	78,715
Collection rate	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	78,845	80,565	80,649	80,733

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Capital and Investment								
Tech 001	Capital financing costs and investment income. Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	462	310	841	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
	Total Capital and Investment Changes	462	310	841					
	Grant Changes								
Tech 002	New homes bonus - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013	-201	1,200	-345	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
Tech 003	SSCF Grant received from GLA - reduction. Grant no longer unringfenced	62	0	0	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 007	Education Support Grant. New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	-251	1,500	200	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 001	Council Tax Freeze Grant. Payable for setting 0% Council Tax increases in 2014-15 and 2015-16	-1,068	-1,068		N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	S 31 Grant to replace Business Rates lost as a result of temporary reliefs to ratepayers	-225	375						
	Total Grant Changes	-1,683	2,007	-145					
	Other Technical Changes								
Tech 012	Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by TfL	206	360	370	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	Capitalisation strategy/recharges strategy								
Tech 014	Reduce reliance on capitalisation. Final instalment in programme of switching previously capitalised expenditure to revenue	14	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Miscellaneous								
Tech 017	Balance on SSC annual review - net charge to non general fund. Cost to general fund of reduction in support service charges to HRA.	150	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 018	Budget planning contingency.		3,000	3,000	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 019	Contingency for Welfare Reform and other pressures	-2,000	0	0	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 020	Saving from formula change on freedom passes - agreed at London councils TEC in December 2012 Reallocation of costs between London boroughs giving Harrow a reduction in costs	-108	-81	-81	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 022	Redundancy provision. Removal of £1m budget for redundancy costs in 2013-14.	-1,000	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Total Other Technical Changes	-2,738	3,279	3,289					
	Pay and Inflation								
Tech 023	Pay Award @ 1% 2013-14 and 2014-15, then 2% pa	950	1,850	1,850	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 024	Employer's Pension Contributions @ 0.5% p.a.	400	400	400	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 025	Inflation on goods and services @ 1.3% p.a.	1,210	1,210	1,210	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	Total Pay and Price Inflation	2,560	3,460	3,460					
	CROSS CUTTING TRANSFORMATION PROGRAMME								
Tech 028	Mobile and Flexible working - implementation and running costs	24	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-268	-187	-31	N/A - technical budget adjustment	Yes	N/A	N/A	N/A

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Total Transformation	-244	-187	-31					
	Total Corporate	-1643	8869	7414					

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	CHILDREN'S SERVICES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	Investment in Services								
CF 001	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	178	178	178	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	82	82	82	Agreed February 2013	Yes	N/A	Yes	N/A
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	Agreed February 2013	Yes	N/A	Yes	N/A
CF 004	Loss of Youth Justice Board funding	10	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 008	Creation of Advanced Practitioner Social Worker posts	70	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	-97	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CF 001 14/15	Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	New growth	Yes	N/A	N/A	N/A
CF 002 14/15	Special Needs Transport increase in demand	300	0	0	New growth	Yes	N/A	N/A	N/A
	Total Investment in Services	1,196	413	413					
	Savings								
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-90	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 024	Review of semi supported provision including potential closure of Honeypot Lane	-410	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 025	Procurement Savings including placements	230	0	0	Unachievable saving	Yes	Yes	Yes	N/A
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
	Total Children and Families Savings	-1,768	0	0					
	Net Children & Families	-572	413	413					

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	Investment in Services								
E&E001	Public Realm Services (PRS) - Vehicle early termination payments	-295	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E002	Transformation growth	-163	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E003	Parking review - Deletion of previously approved growth in 2013-14 and additional growth proposed in 2014-15 for original 20 minute free parking proposal	-261	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E011 14/15	Parking review - New proposal for 20 minute free parking	200	100	0	Policy change	Yes	N/A	N/A	N/A
E&E005	CCTV camera income decline	0	70	56	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E006	CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	-88	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E008	West London Waste Authority (WLWA) Levy / Dry Recyclables Income	689	677	708	Agreed February 2013	Yes	N/A	N/A	N/A
E&E 001 14/15	Recycling Support Team - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 002 14/15	Secondary Shopping Centres Beat Sweeping - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0	New growth	Yes	N/A	N/A	N/A
E&E 003 14/15	Street cleansing Blitz Team - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0	New growth	Yes	N/A	N/A	N/A

MTFS 2014/15 to 2016/17 – Proposed investments / savings

ENVIRONMENT & ENTERPRISE		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
E&E 004 14/15	Neighbourhood Champions (NC) - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 005 14/15	Parks/Grounds Blitz Team - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 006 14/15	Enhanced planning enforcement - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 007 14/15	Additional transitional management roles to support administration improvement priorities - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met.	130	0	0	New growth	Yes	N/A	N/A	N/A
Total Investment in Services		937	847	764					
Savings									
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	25	-375	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E012	Further management reductions in Environment	-145	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments	-24	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E016	Climate Change - Flexible retirement and consumables budget	-58	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E019	Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	75	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E020	Introduction of Civic Centre staff car parking charges and other free car parks	135	0	0	Policy change	Yes	Yes	Yes	Yes
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-122	-58	0	Agreed February 2013	N/A	N/A	Yes	N/A
E&E025	Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	100	0	0	Unachievable saving	N/A	N/A	N/A	N/A
E&E031	Review of loss making car parks	150	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet	-25	0	0	Agreed February 2013	Yes	N/A	N/A	N/A

MTFS 2014/15 to 2016/17 – Proposed investments / savings

ENVIRONMENT & ENTERPRISE		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
E&E040	Returning Parks to Open Space	275	0	0	Policy change	Yes	Yes	Yes	Yes
E&E041	Grass Verge Maintenance reduction	-165	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E043	Grounds maintenance: Annualised hours	0	-81	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E046	Review fine turf service standards	-29	0	0	Agreed February 2013	Yes	Yes	N/A	N/A
E&E050 / 051	Review parks and cemeteries opening and locking and specialist dog waste collection	105	0	0	Policy change	Yes	Yes	Yes	Yes
E&E058	Procurement Savings - others	-273	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Budget Realignments for Parking Services (Income re-alignment, no staff impact)								
	Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended.								
	Key risks:								
	1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time.								
	2. The performance can be adversely impacted by inclement weather, technical and legal issues.								
E&E 008 14/15	3. Policy changes	-700	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 009 14/15	Textiles Recycling								
	Additional income generated from textiles recycling contract.	-10	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 010 14/15	Increase in income relating to leisure centre car parks								
	Increase in leisure centre parking income	-300	0	0	Substitute saving	Yes	Yes	N/A	N/A
	Total Environment & Enterprise Savings	-1,086	-514	0					
	Net Environment & Enterprise Directorate	-149	333	764					

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	Investment in Services								
	Adults								
CHW001	Demographic Growth. Costs associated with increased demand for eligible users	3,200	2,800	2,500	Growth agreed February 2013 / New growth	Yes	N/A	N/A	N/A
	Housing Services Housing General Fund (HGF)								
CHW004	Homelessness [100 families & anticipated B&B HB changes). Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
CHW005	Homelessness. Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	-500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW006	Invest to Save in Private Sector Leasing (PSL) Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	-289	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	Community & Culture						N/A		
CHW010	Support for specialist welfare advice services	-90	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	New growth	Yes	N/A	N/A	N/A
	Public Health								
CHW011	Public Health Transition costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
	Total Investment in Services	2,238	2,800	2,500					
	Savings								
	Adults Services								
CHW013	Contract Management - efficiencies	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care	-100	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth	-100	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW018	Voluntary Sector Funding	-200	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW019	Residential Care Strategic Review. Only the most complex service users to be supported in residential establishments.	-3,000	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW020	Investment in Community Based Services. Cost of providing services as a result of not placing service users in residential care.	1,500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW021	Day Care Strategic Review	-300	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW023	Commissioning Staff. Review of staffing structures.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

MTFS 2014/15 to 2016/17 – Proposed investments / savings

COMMUNITY, HEALTH AND WELLBEING		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
CHW024	Share Complaints team with another local authority and/ or aggregate within Council. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-104	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW025	Sharing of Joint Assessment Team with another local authority. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-93	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW028	Supporting People - targeted efficiency savings through specific contracts	-1,324	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW029	Secure further earmarked investment from PCT/CCG in Adult Social Care	500	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW032	Meals on Wheels. Review options for service provision.	-190	0	0		Yes	Yes	N/A	Yes
CHW034	Late savings - vacancy management	69	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW035	Late savings - agency costs	73	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	Housing Services (HGF)								
CHW037	Housing Needs - Private Sector Leasing Scheme. Income generation	-25	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CHW038	Housing Service Efficiency Review. Saving in staffing costs	-70	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW041	Invest to Save - cash incentives. Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW047	Empty Homes Initiative. Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Community and Culture								
CHW048	Community Development review of structure and service reprovion	-15	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW050	Libraries Transformation 2 Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	70	-18	0	Unachievable savings	Yes	N/A	N/A	Yes
CHW051	Library Volunteers. Support provided by volunteers.	-40	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW053	Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-400	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CHW054	Procurement Efficiencies	62	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW055	Reduce Adult Learning Subsidy. Services to be funded by grant.	-50	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CHW056	Reduce subsidy to harrow young musicians	-10	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW057	Share responsibility for Community Cohesion across Council	63	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW058	Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium. Commercialisation project set up to investigate the longer term deliverability of these savings.	117	0	0	Unachievable savings	Yes	N/A	Yes	N/A
CHW062	Deletion of post supporting community festivals	-48	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
	Public Health								
CHW068	Further Public Health Efficiencies. Funding existing Council revenue funded services.	-100	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	Transformation								

MTFS 2014/15 to 2016/17 – Proposed investments / savings

COMMUNITY, HEALTH AND WELLBEING		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
CHW069	Late savings - procurement	167	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	Total CHW Savings	-5,296	-18	0					
	Net CHW Directorate	-3,058	2,782	2,500					

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Investment in Services								
	Customer Services								
	IT / Project Management Office (PMO)								
RES005	BTP Contract Indexation. Cost of contractual increases in excess of 2%.	30	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES 001 14/15	Revenue implications for security enhancements required by Public Services Network (PSN)	100	0	0	New growth	Yes	N/A	N/A	N/A
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	New growth	Yes	N/A	N/A	N/A
	Strategic Commissioning								
RES009	Experian & LIS. Addition of new census data into LIS system and update of Experian profiles.	22	-25	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES010	Refresh of Residents Panel. Refresh of membership.	-10	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES005 14-15	SIM Team SLA shortfall	50							
	Human Resource Development (HRD)				Agreed February 2013	Yes	N/A	N/A	N/A
RES014	Reduced West London Waste Authority (WLWA) SLA Income to Payroll. Reduction in SLA income as West London Waste ceases to use Harrow services.	15	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Legal and Governance							N/A	N/A
RES016	Individual Electoral Registration. Implementation costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Finance								
RES017	Finance Transformation Project. One off implementation costs for development of enhanced service.	-200	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES018	Finance - Ending Service to WLWA. Reduction in SLA income as West London Waste ceases to use Harrow services.	27	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Collections and Benefits								
RES019	Department for Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant. Following the introduction of Universal Credit administered by central government.	0	250	500	Re-profiled investment	Yes	N/A	N/A	N/A
RES020	Loss of Housing Benefits Overpayments Income Stream. To reflect lower surplus currently being achieved and loss of the income stream following the introduction of Universal Credit administered by central government.	150	200	320	Re profiled investment	Yes	N/A	N/A	N/A
RES023	Public Finance Initiative (PFI) Grant Reduction. Ending of grant in relation to previous PFI contract.	43	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES024	DWP HB Reduction in Admin Grant	119	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES004 14-15	Procurement - Additional staffing	75							
	Total Investment in Services	371	425	820					
	Savings								
	Customer Services								
RES027	Use of Artificial Intelligence to divert switchboard calls. Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
RES029	Further channel shift through roll out of My Harrow account. Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR	-60	-60	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES030	Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries. Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	-30	-70	-50	Agreed February 2013	Yes	Yes	Yes	Yes
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-100	-190	-100	Agreed February 2013	Yes	Yes	Yes	Yes
Strategic Commissioning									
RES036	Merger of Corporate Performance Team and Service Performance Team, reducing staffing. Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).	-93	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES038	Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning. Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-97	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES040	Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.	-46	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
HRD									
RES042	Reduction in HRD posts. Deletion of 2 posts.	0	-75	0	Unachievable saving	Yes	Yes	Yes	Yes
RES045	Print Contract Savings. Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES046	Cessation of External recruitment Advertising. Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-75	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CORPORATE ANTI-FRAUD TEAM									
RES047	Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery. Income target not achievable	45	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
INTERNAL AUDIT									
RES048	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
INSURANCE SERVICE									
RES053	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-3	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES058	Deletion of Corporate Risk Management Support Service. Deletion of post in 2013.	-30	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES059	Cross Council Insurance Claims. Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES060	Reduced Contribution to Insurance Provision. Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
LEGAL AND GOVERNANCE									
Legal Practice									
RES064	Expansion of Legal Practice Shared Service. Expand Legal shared service to an additional partner.	100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
RES068	E-canvass Project. Reduced staffing following electronic canvas.	-20	0	0	Agreed February 2013	Yes	N/A	Yes	Yes

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
RES072	Increase to Registrars Fee Income Target. Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Corporate Finance								
RES073	Finance restructure. Reduced staff costs.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
	Collections and Benefits								
RES078	Deletion of 4 FTE posts in Housing Benefits	0	-140	0	Reprofiled saving	Yes	Yes	Yes	Yes
RES080	Staff reductions to match DWP Admin grant reduction	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-102	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES082	Revenues Staffing Reductions	0	0	-40	Agreed February 2013	Yes	Yes	Yes	Yes
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	0	-125	Unachievable saving	Yes	Yes	Yes	Yes
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Substitute saving	Done	Done	Done	Done
	Total Resources Savings	-1,585	-535	-315					
	Net Resources Directorate	-1,214	-110	505					