

REPORT FOR: **CABINET**

Date of Meeting:	18 September 2014
Subject:	Revenue and Capital Monitoring for Quarter 1 as at 30 June 2014
Key Decision:	No
Responsible Officer:	Simon George, Director of Finance and Assurance
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	No, as the recommendations are for noting only
Wards affected:	All
Enclosures:	Appendix 1 - Revenue Summary (Directorates) Appendix 2 – MTFS 2014/15 to 2016/17 Savings Tracker Appendix 3 - Debt Management 2014/15 Appendix 4 – Capital Programme as at 30 June 2014

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at quarter 1 2014-15 (30 June 2014).

Recommendations:

1. That Cabinet note the revenue and capital forecast positions detailed in this report as at quarter 1 2014/15.

- That Cabinet note the changes in quarter 1 to the Capital Programme outlined in paragraphs 43 and 44.

Reason: (For recommendation)

To report the forecast financial position for the year as at 30 June 2014.

Section 2 – Report

REVENUE MONITORING

- Quarter 1 monitoring indicates a potential net budget overspend of £0.986m on Directorate budgets. After applying the central contingency of £0.921m the forecast pressure is £65k. Directorates continue to work on alternative savings and management actions to mitigate their forecast pressures and minimise the draw down against the central contingency.
- As part of the 2015/16 budget planning process, Cabinet has approved in year savings of £1.601m to contribute towards future MTFs targets. In addition July Cabinet agreed to delegate £151k of preferred options to the relevant corporate directors to consult on and report back to Cabinet for final approval.

Table 1: Revenue Monitoring – Quarter 1 2014-15

	Revised Budget	Forecast Outturn	Quarter 1 Variance	Variance
	£000	£000	£000	%
Resources	25,801	25,424	(377)	(1.5%)
Environment and Enterprise	40,728	40,728	0	0.0%
Community, Health and Wellbeing	76,147	76,869	722	0.9%
Children and Families	47,308	47,949	641	1.4%
Total Directorate Budgets	189,984	190,970	986	0.5%
Corporate Items	(15,558)	(16,479)	(921)	5.9%
Total Budget Requirement	174,426	174,491	65	0.0%

RESOURCES

- At quarter 1, an under spend of £377k is forecast. The key reasons for the variance are:

- Customer Services under spend of £163k is due to additional s31 grant compared to budget from DCLG (£390k), Harrow help scheme (£116k) and a reduction on staff costs in the Programme Management Office (£24k). This is offset by an over spend on telephony costs (£148k), loss of Harrow Helpline income from Brent (£120k) and additional costs for Council Tax Support consultation (£100k).
 - Finance and Assurance under spend of £35k is mainly due to the reduction in Audit Commission payments (£65k) and additional income in the Corporate Anti Fraud Team (£37k). This is offset by a pressure on staffing in Finance (£50k).
 - HRD & Shared Services under spend of £162k is a result of vacancy management and the reduction in operational costs (£197k) offset by the Pertemps Contract commitment to cover costs if volumes on the recruitment contract are less than predicted (£35k)
 - Legal & Governance under spend of £7k is due to the over-recovery of income from land charges (£50k), citizenships (£30k) and registration (£20k). Individual Electoral Registration costs are forecast to underspend (£31k). These positive variances are off set by an overspend on Registration operational costs (£72k), Mayoralty costs (£32k) and costs associated with Independent Labour Group as 1 member of staff will remain until August 2014.
4. A review is currently taking place on the in year IT Improvement capital programme. It is possible that the Resources underspend will reduce if it is necessary to charge some elements of the items provided for within capital to the revenue account to comply with capital accounting rules.

ENVIRONMENT AND ENTERPRISE

5. At Quarter 1, Environment & Enterprise are reporting a balanced position against the total net controllable budget of £23.5m.
6. A budget pressure on salaries of £0.9m has been identified following the Towards Excellence restructuring primarily due to incorrect baseline figures used at the commencement of the project. This shortfall is being contained within the directorate mainly through vacancy management. Work is ongoing to determine the financial implications arising from legislative changes in relation to the use of CCTV cameras for parking enforcement activities.
7. The directorate is on track to deliver its 14/15 MTFs targets of £1.926m. There is one red rated saving of £25k relating to revenue generation from fleet sponsorship / advertisement which remains under review.

COMMUNITY, HEALTH AND WELLBEING

8. The CHW savings programme in the current financial year is substantial and accounts for approximately half of the overall Council savings. The

scale of this programme is a demanding challenge for the directorate and may present some risks within the directorate. Such risks, should these materialise, will be reported as appropriate but the expectation is that these will be managed.

Adult Services

9. Adults are reporting a projected overspend of £105k against a total net budget of £61.318m. The overspend on Adult Social Care is due to the Supreme Court judgement on 19/3/14, in the case of “P v Cheshire West and Chester Council and another” and “P and Q v Surrey County Council”. The judgment is significant as it lowered the threshold for cases covered by the Deprivation of Liberty Safeguards (DoLS) and has brought much higher numbers of people into eligibility for assessment. Harrow has already dealt with 61 cases in the first 4 months of the new financial year, compared with a total of 14 for last year. It has been estimated that subsequent to that judgment there is the potential for DoLS applications for a large percentage of the 622 Harrow clients placed in care homes (conservatively 200 people). The main costs relate to the need to commission independent Best Interest Assessors or to pay travel costs for Harrow staff. For all DoLS cases there is a requirement to commission a private/independent section 12 psychiatrist. Harrow is currently paying an average of £360 per assessment, the market is driving up the cost with Kingston paying the average of £500 per assessment.
10. It is important to note that there are statutory requirements to carry out DoLS assessments i.e. that urgent referrals must be assessed within 7 days and standard authorisation requests within 21 days. There is consequently no option but to process the cases as soon as they are referred to the Council, including use of independent staff where required (psychiatrists) or to meet resource gaps (availability of Best Interest Assessors). It is not yet clear how this may impact expenditure in the future, and therefore this will be closely monitored and reported.
11. In addition to this forecast pressure there are a number of risks which may influence the forecast outturn position, which are detailed below and will be referenced in future.
 - There may be a risk of increased referrals for Residential care arising from the merger of Central Middlesex Accident & Emergency department with Northwick Park Accident & Emergency department from October 2014.
 - In recent months there has been an increased number of frail older people in their 80s and over who need complex and substantial care packages and placements.
 - The NHS funding transfer for 2014/15 of £4.445m, whilst agreed between the Council and the Clinical Commissioning Group (CCG), has yet to be paid by the CCG.
 - Care Bill – Adults Directorate is due to receive £125k in 14/15 towards the implementation of the Care Bill. At present the full implications

remain unquantified and there is a risk the initial implementation costs will exceed the £125k.

Community and Culture

12. Community and Culture are reporting a projected underspend of £11k against a total net budget of £6.731m. Underspends on repairs and maintenance budgets within the Leisure and Libraries service is the main reason for this positive variance.

Housing General Fund

13. The Housing General Fund is reporting a forecast pressure £0.633m which is due mainly to the extraordinary growth in the numbers of families seeking temporary accommodation. This has obscured the achievement of savings included in the Bed & Breakfast budget, as well as savings generated by empty homes and grants to move initiatives. This pressure is after offsetting the carry forward of £0.400m. A series of measures to mitigate the pressure are under consideration.
14. Bed & Breakfast (B&B) net expenditure is expected to be higher than budgeted. The number of families in B&B was 117 as at the 22 June 2014 against a budget assumption of an average of 53 families at a net cost of £30 per night.
15. A review of the age profile of debtors, mainly B&B and Private Sector Leasing placements, indicates a pressure of £17k as a contribution towards bad debts. This is reflected in the forecast outturn.
16. The Government's Welfare Reforms continue to take effect. The Council has access to Discretionary Housing Payments the level of which is only slightly reduced from 2013-14. The Council is on track for full utilisation which helps with homelessness prevention.

Housing Revenue Account

17. The forecast outturn shows an adverse variation of £396k mainly due to additional depreciation charges of £217k for non dwellings and £187k for dwellings. Both result in only a transfer of resources to the Major Repairs Reserve therefore have no overall impact on the resources available to the Council's HRA. These arise from changes in methodology applied to the 2013-14 final accounts. The forecast outturn does not include the impact of a potentially significant impairment charge for non dwellings, mainly garages, expected to arise from the planned demolition programme. This is in the process of being evaluated and will be reported before Quarter 2.

Table 2: Housing Revenue Account – 2014/15 Summary

	Original budget	Revised Budget	YTD Actual	Forecast outturn	Variation
	£000	£000	£000		£000
Balance b/fwd (pre audit)	-3,533	-3,533		-3,574	-41
Net (surplus) deficit	-978	-978	-3,787	-582	396
Balance c/fwd	-4,511	-4,511		-4,156	355

Public Health

18. The budgets for 2014/15 reflect the commissioning intentions agreed by Cabinet in December.
19. Public Health is funded by the Department of Health (DH) via a ring fenced grant. This report relates to the Harrow element of the joint service funded by the grant allocation of £9.146m.
20. At the end of 2013/14, unspent grant of £0.666m was carried forward specifically for Public Health within the Council's ring-fenced reserve. This unspent grant will be reviewed regularly during the year in the context of the reported position and any changes to the year end balance reported accordingly. At the end of Q1 it is likely that this balance will reduce to just over £300k, although this will depend on progress with the new investment in 14/15.

Transformation

21. Transformation is reporting a projected underspend of £5k against a total net budget of £436k. This is due to the start date for the Harrow Mutual Support Network been pushed back one month to 1st of May 2014 reducing the spend by £12.5k which is partly offset by staffing cost pressures of £8k.

CHILDREN AND FAMILIES

22. As at Quarter 1 the total forecast overspend for the Directorate is £0.641m. The main areas of pressures are Special Needs Transport (£155k) due to part year effect of 2014-15 MTFs savings as a result of the delay of the approval of the savings proposal and Targeted Services staffing (£0.650m) as a result of agency staff and interim managers in vacant posts and covering sickness. There are also pressures in children's placements, accommodation and client spent (£277k) and Children with Disabilities staffing and client costs (£249k) due to demand. These pressures are partially offset by the use of one off unring fenced grants, staff vacancies and other management actions.

CORPORATE BUDGETS

Interest and Finance Charges

23. These budgets are not currently forecasting any variance.

Central Contingency

24. The 2014-15 central contingency is £0.921m and is set aside to fund unforeseen pressures arising in-year. It is ear marked to fund the directorates forecast overspend of £0.986m.

Pay Inflation

25. The April 2014 pay award is still being discussed between the unions and employers. An allowance for the award of 1% is being held centrally (£0.950m) and will be allocated when the award is known.

Gas and Electricity Inflation

26. £450k has been provided against increases in price. The call against this provision will not be established until later in the year.

Carry Forwards and Earmarked Reserves

27. In June Cabinet approved carry-forwards of £4.009m which have been included within individual directorate budgets, apart from £417k on 2 areas within Environment and Enterprise, which will be allocated in Quarter 2.

28. There is also £195k in respect of grants brought forward from earlier years that will be drawn down as utilised.

29. The balance on the Transformation and Priority Initiatives Fund (TPIF) brought forward from 2013-14 is £3.370m. There has been one drawdown of £100k in the quarter in relation to urgent arboriculture works. This leaves a balance of £3.270m on the fund at Quarter 1.

30. The balance on the Business Risk reserve brought forward from 2013-14 is £2.859m. This is intended to cover a number of commercial risks that have been identified. There have been no drawdowns to date.

31. The balance on the MTFS Implementation reserve brought forward from 2013-14 is £6.074m. This is intended to cover identified costs of MTFS implementation, mainly severance costs. £44k has been drawn down to date this year leaving a balance of £6.030m.

32. The position on contingencies and reserves is summarised in the table below:

Table 3: Contingencies and Reserves 2014/15

	Unforeseen Contingency	Pay Inflation	Energy Inflation	TPIF	Carry Fwd	Business Risk Reserve	MTFS Implementation
	£000	£000	£000	£000	£000	£000	£000
Balance at start of Year	921	950	450	3,370	4,203	2,859	6,074
Drawdown	-921			(100)	(3,591)		(44)
Balance	0	950	450	3,270	612	2,859	6,030

Reserves and Provisions

33. The Council must hold adequate provisions and reserve balances to cover known and anticipated events and in respect of its statutory duties as appropriate. General non earmarked balances stand at £10m. All the provisions are reviewed on a quarterly basis. As at Quarter 1 the Council has adequate provisions in respect of Insurance, Litigation and Employment cases.

Debt Management

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

MTFS IMPLEMENTATION TRACKER

35. The 2014-15 budget includes approved MTFS savings of £12.939m. The progress on implementation is summarised in table 4 below and shown in more detail in Appendix 2:

Table 4 RAG Rating of 2014-15 Savings

	Resources	Environment & Enterprise	Community, Health & Wellbeing	Children & Families	Corporate	Total
	£m	£m	£m	£m	£m	£m
Red	0.000	-0.025	-0.100	0.000	0.000	-0.125
Amber	-0.100	0.000	-3.452	-0.650	0.000	-4.502
Green	-1.630	-1.901	-3.215	-1.348	-0.518	-8.312
Total	-1.730	-1.926	-6.767	-1.998	-0.518	12.939

CAPITAL PROGRAMME

36. Quarter 1 monitoring shows a forecast net underspend of £2.923m. There is a projected underspend of £1.757m on HRA projects, and in respect of General Fund projects it is forecast there will be slippage of £1.120m and an underspend of £477k.

37. The actual spend to date at Quarter 1 this year is £8.901m which represents 11% of the budget. At this time last year 6% of the capital budget had been spent.

Table 5 – Capital Programme Forecast at Quarter 1

Directorate	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
CH&W	5,428	3,588	0	9,016	289	448	8,696	-320	320
CHILDREN	42,296	11,767	-317	53,746	2,716	6,027	53,746	0	0
E&E	14,790	10,674	293	25,757	2,736	5,887	24,857	-900	800
RESOURCES	9,413	9,319	0	18,732	2,885	4,730	18,786	54	0
TOTAL GENERAL FUND	71,927	35,348	-23	107,252	8,627	17,091	106,086	-1,166	1,120
TOTAL HRA	9,527	949	0	10,476	274	816	8,719	-1,757	0
TOTAL GENERAL FUND & HRA	81,454	36,297	-23	117,728	8,901	17,907	114,805	-2,923	1,120

Children and Families

38. Based on current estimates and market conditions it is still expected that it is possible to deliver this programme with EFA capital grants, without the need for council capital funding. However this is a risk which is being monitored closely.

Community, Health and Wellbeing

39. There have been delays in the implementation of MOSAIC as a result of late delivery of software by the supplier resulting in slippage of £320k.

Resources

40. Council Tax Support is projecting an over spend of £54k. This is the result of an invoice being paid in 2014-15 rather than 2013-14.

Environment & Enterprise

41. The main projected variances are as below:
- Carbon Reduction projects – slippage of £0.500m on projects in schools, pending approval by governing bodies.
 - Pinner Park farm – slippage of £300k. Results of consultation going to cabinet in October.
 - Public Realm – project on hold £100k re: litter bins in Parks

Housing Revenue Account

42. There is a forecast £1.757m under spend based on agreed programming. This will be adjusted for new programming as it is agreed. Schemes not yet programmed include some Enveloping & Structural works, Door entry and Lifts.

Virements

43. The virements shown in the table overleaf have been approved during the quarter under delegated authority.

Table 6: 2014/15 Capital Virements

Scheme	Comment	From	To
		£000	£000
Town Centre Regeneration	Robust cost control resulted in savings in St Ann's Road and Kymberley Road schemes.	-341	
CCTV Enforcement Monitoring System Re-engineering	Aged equipment requiring replacement to allow enforcement activities to be undertaken efficiently.		42
Public Realm Services – Parks, Open Spaces & Cemeteries	Additional costs (£46K) identified to refurbish a parks building to bring it up to safe standard for use. Additional funding allocated to support the implementation of trees strategy.		205
Public realm Services – Waste and Recycling	Introduced the use of specialist equipment to remove chewing gums in pavements as part of the waste reduction and street cleanliness initiatives.		50
Parking Management Programme	Additional costs identified to implement and complete the 20 minute free parking scheme.		44
		-341	341
Pinner Park Farm	Scheme ongoing but estimated cost has been reduced.	-118	
Harrow Card	The original Harrow Card scheme was not proceeded.	-140	
Parking Management Programme	Additional costs identified to implement and complete the 20 minute free parking scheme.		9
Corporate Accommodation Maintenance	Additional works undertaken to decant Civic 5&6 in preparation of the temporary accommodation for Marlborough school, the relocation of IT and unions offices to Civic 7, occupants at Teachers' centre to depot, and the improvement to Civic 1 facilities to cope with increased number of staff based in the main building.		215
Leisure Centre Car Park Charging	Car park equipment upgrade.		34
		-258	258

Amendments to Capital Programme

44. The following schemes in the capital programme have been amended to reflect changes in the amount of grant funding available, resulting in an overall reduction in the programme of £23k.

Table 7: 2014/15 Capital Programme Amendments

Scheme	Comment	£000
Primary Bulge classes	Grant spent in 2013-14	-97
Voluntary Aided Schools Free School Meals	Funding will be paid to the schools direct	-116
Whitmore High 6th form	Grant spent in 2013-14	-462
Schools Devolved Formula Funding	Grant must be passported through to Schools	359
TfL Principal Roads	Increased funding provided by TFL	293
Total Changes		-23

Legal Implications

45. There are none directly related to this report.

Financial Implications

46. Financial matters are integral to the report.

Performance Issues

47. Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Improvement Boards for each Directorate where the financial position is considered at the same time as performance against key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub- Committee.
48. The overall projected percentage variance from the general fund revenue budget is 0%. Further detail at service level is shown in appendix 1.
49. MTFs Implementation: Appendix 2 details progress on the savings items approved as part of the 2014-15 budget. The overall position on savings is that 64% of the savings are RAG rated as green, 35% RAG rated amber and 1% RAG rated red.
50. There is a performance target of 90% of the approved capital programme for 2014-15 being spent in year. The current projection is for spend to be 97.5% of budget.
51. Council Tax Collection: The collection rate is slightly above the target profile for the first quarter at 30.06% against a profile of 30%.
52. Business Rates Collection: The collection rate is 1.47% below profile at 33.03% compared to a target of 34.5%. This reflects a move by a number of payers from 10 to 12 payments per year. The position is expected to improve as we move through the year.

Environmental Impact

53. There are none directly related to this report

Risk Management Implications

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

55. Risks are included on the Directorate risk registers.

Equalities implications

56. There are no direct equalities impacts arising from the decisions within this report

Council Priorities

57. This report deals with Revenue and Capital monitoring which is key to delivering the Council's priorities.

Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 8 September 2014		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 8 September 2014		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Strategic Commissioning
Date: 8 August 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Venetia Reid-Baptiste	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 10 August 2014		

Ward Councillors notified:	NO
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Section 6 - Contact Details and Background Papers

Contact:

Dawn Calvert (dawn.calvert@harrow.gov.uk), Head of Strategic Finance & Business
Tel: 020 8424 1393

Background Papers:

[Cabinet Report February 2014: Final Revenue Budget 2014/15 and Medium Term Financial Strategy 2014-15 to 2016-17](#)
[Cabinet Report June 2014: Revenue and Capital Outturn 2013-14](#)

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the recommendations are for noting only]</i>
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Appendix 1

	Revised Budget	Forecast Outturn	Period 3 Variance	Variance
	£000	£000	£000	%
Resources				
Controllable Budget				
Director of Resources	378	380	2	0.5%
Customer Services	24,054	23,892	(162)	(0.7%)
Finance & Assurance	9,942	9,907	(35)	(0.4%)
HRD & Shared Services	2,659	2,498	(161)	(6.1%)
Legal & Governance	3,333	3,326	(7)	(0.2%)
Procurement	934	934	0	0.0%
Strategic Commissioning	1,616	1,602	(14)	(0.9%)
Total Controllable Budget	42,916	42,539	(377)	(0.9%)
Uncontrollable Budget	(17,115)	(17,115)	0	0.0%
Total Directorate Budget	25,801	25,424	(377)	(1.5%)
Environment and Enterprise				
Controllable Budget				
Commissioning Services	9,182	9,182	0	0.0%
Directorate Management	1,307	1,307	0	0.0%
Corporate Estate	(458)	(458)	0	0.0%
Economic Development & Research	583	583	0	0.0%
Planning	395	395	0	0.0%
Environmental Service Delivery	12,492	12,492	0	0.0%
Total Controllable Budget	23,501	23,501	0	0.0%
Uncontrollable Budget	17,227	17,227	0	0.0%
Total Budget	40,728	40,728	0	0.0%
Community, Health and Wellbeing				
Controllable Budget				
Adult Services	53,793	53,898	105	0.2%
Community and Culture	4,179	4,168	(11)	(0.3%)
Housing General Fund	3,684	4,317	633	17.2%
Public Health	(373)	(373)	0	0.0%
Transformation	377	372	(5)	(1.3%)
Total Controllable Budget	61,660	62,382	722	1.2%
Uncontrollable Budget	14,487	14,487	0	0.0%
Total Directorate Budget	76,147	76,869	722	0.9%
Children and Families				
Controllable Budget				
Management & Business Support	4,740	4,205	(535)	(11.3%)
Early Intervention Services	4,921	4,830	(91)	(1.8%)
Targeted Services	16,718	17,645	927	5.5%
Commissioning & Schools	2,646	2,582	(64)	(2.4%)
Special Needs	7,506	7,910	404	5.4%
Schools	(7)	(7)	0	0.0%
Total Controllable Budget	36,524	37,165	641	1.8%
Uncontrollable Budget	10,784	10,784	0	0.0%
Total Directorate Budget	47,308	47,949	641	1.4%
Total Directorate Budgets	189,984	190,970	986	0.5%
Corporate Items	(15,558)	(16,479)	(921)	5.9%
Total Budget Requirement	174,426	174,491	65	0.0%

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
	CHILDREN & FAMILIES					
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Green	£23k relates to full year effect of a Commissioner post which was deleted in 2013/14. £125k relates to deletion of a Divisional Director post, of which £25k achieved by removal of 0.2 FTE overlap from former job share arrangement, £100k achieved by maximising use of grant
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Green	Post deleted
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Amber	The cumulative MTFS saving is £300k. This is currently being achieved by using Troubled Families funding to support this saving for which a carry forward of £672k has been recommended to Cabinet. The continuation of Troubled Families Grant is uncertain beyond 2014/15.
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Green	Budgets and staffing reconfigured, saving is expected to be delivered.
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Green	Saving delivered
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Amber	Due to delay in Cabinet approval of the final business case, implementation has been delayed and there is a likely pressure of £273k in 2014/15 not being achieved. Full year saving expected to be delivered from 2015/16.
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-90	0	0	Green	Saving delivered - Schools and academies are buying back service.
CF 024	Review of semi supported provision including potential closure of Honeypt Lane	-410	0	0	Green	Facility closed and staff made redundant.

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Green	Career Advice and Guidance contract amended and Council contribution to Harrow School Improvement Partnership reduced.
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Green	Short Breaks Contracts have been re tendered and saving expected to be delivered
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Green	Pre School support, Home visiting and relationship counselling contracts ceased.
Total Children & Families Savings		-1,998	0	0		
ENVIRONMENT & ENTERPRISE						
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	25	-375	0	Green	Towards Excellence restructure completed and staff salaries realigned to reflect the new costed structure. A shortfall in salaries is being managed through vacancies. Savings profiled to 15/16 (£375K) relate to route optimisation work.
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments	-24	0	0	Green	
E&E012	Further management reductions in Environment	-145	0	0	Green	The Towards Excellence restructure resulted in less actual savings than originally assumed in the MTFS due to changes to the posts/grades following staff consultation. This budget saving is being contained by holding the Divisional Director Property Services vacant.
E&E016	Climate Change - Flexible retirement and consumables budget	-58	0	0	Green	Climate Change team has been deleted; work is now integrated with Commissioning Services division.

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-122	-58	0	Green	The demolition work has commenced on Civic 2; schools have taken possession of Civic 3, 4, 5 & 6 from 19 May 2014. Revised valuations have been requested from the Valuations Office in respect of Business rates. This saving will be a combination of the reduction in business rates and utilities.
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-100	0	0	Green	The SLA has been agreed on 24 June 2014. This saving will be met by generating additional POCA income.
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet	-25	0	0	Red	This is being taken forward by Procurement team as part of the corporate initiative 'Using the Market'. Potential income for advertising on fleet is £25K, but profiled to 2015/16.
E&E041	Grass Verge Maintenance reduction	-165	0	0	Green	The reduction in grass verge maintenance will be implemented in 14-15 resulting in savings on contract hire and staffing costs. It is anticipated that the saving will be made in full in 14-15.
E&E043	Grounds maintenance: Annualised hours	0	-81	0	Green	A consultation pack on changes to working patterns, including the introduction of annualised hours, is being prepared. The consultation with staff will commence in Quarter 2 14-15, with a view to implementing annualised hours by the end of 14-15.

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
E&E046	Review fine turf service standards	-29	0	0	Green	An in house team provides maintenance to keep turfed areas, primarily sports / football pitches in good condition to enable them to be hired out. In February, Cabinet agreed a 2% increase in pitch fees and the service aims to increase the marketing and promotion of such facilities to generate further income.
E&E058	Procurement Savings - others	-273	0	0	Green	Every effort is being made to achieve this target despite the challenge. Sources of savings are currently being identified and it is anticipated that the saving will be made in full in 14/15. At Period 3, £45k has been achieved.
E&E 008 14/15	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.	-700	0	0	Green	The achievement of this saving is dependent on the outcome of the government consultation in relation to local authority parking.
E&E 009 14/15	Textiles Recycling Additional income generated from textiles recycling contract.	-10	0	0	Green	New 4 year contract has been signed in August 2013 with a better price per tonne as a result of favourable market prices for textiles. Additional income is achievable subject to actual tonnage.
E&E 010 14/15	Increase in income relating to leisure centre car parks Increase in leisure centre parking income	-300	0	0	Green	On track to be delivered in 14-15. Implementation expected by September.
	Total Environment & Enterprise Savings	-1,926	-514	0		

MTFS 2014/15 to 2016/17 – Savings

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
	COMMUNITY, HEALTH AND WELLBEING					
	Adults Services					
CHW013	Contract Management - efficiencies	-100	0	0	Amber	Will be evidenced by balanced Purchasing budget at year end - Amber due to level of efficiencies to be made on purchasing budget and anticipated pressures around demographic growth. Potentially this will be delivered through: 1) Managing inflation £500k) 2) Renegotiation of the supported accommodation contracts at Canning Rd / Parkside Way - £50k 14/15 (£100k full year effect)
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care	-100	0	0	Amber	Savings on target to be delivered. Tracking of placements made through the West London Alliance (WLA) will evidence savings delivered throughout the year
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth	-100	0	0	Green	Achieved
CHW018	Voluntary Sector Funding	-200	0	0	Green	Achieved
CHW019/20	Reduction in use of residential placements for the most complex, by investing in community placements.	-1,500	0	0	Amber	Plan developed and will be monitored. Anticipate savings being delivered through: 1) Moves to sheltered accommodation £130k 2) Towards Independence (Shared lives) £330k 3) Increased community placements £700k 4) Managing inflation (via WLA) to assist delivery of MTFS £500k
CHW021	Day Care Strategic Review	-300	0	0	Green	savings on target to be delivered

MTFS 2014/15 to 2016/17 – Savings

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Amber	Plan developed and will be monitored. Anticipate savings being delivered through: 1) PB clawback £200k 2) External day care converted to PB's £150k (contracts value £313k) 3) Home Care 2 project £150k (£220k full year effect) 4) Market development (10%) resulting in increased choice and therefore lower costs £350k 5) Top 50 community packages £100k 6) Innovative care solutions i.e. CSV £50k Risk around costs of reviews being explored
CHW023	Commissioning Staff. Review of staffing structures.	-300	0	0	Amber	Restructure in progress - outcome of consultation will confirm ongoing savings can be delivered
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	Amber	Review of staffing structures underway.
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	Amber	Assumed £50k delivered via charges for managing client finances. Restructure in progress - outcome of consultation will confirm ongoing savings can be delivered

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
CHW028	Supporting People - targeted efficiency savings through specific contracts	-1,324	0	0	Green	Savings fully delivered through efficiencies and renegotiated contracts
CHW032	Meals on Wheels. Review options for service provision.	-190	0	0	Amber	Plans in place. Ongoing monitoring will evidence achievement of savings as per plan.
	Total Adults Savings	-5,311	0	0		
	Housing					
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	Red	A review of activity levels during 2013-14 showed some 30 families were provided with accommodation, thereby avoiding the requirement to use B&B. This resulted in the achievement of B&B savings for 2013-14. The same review however identified extraordinary growth for temporary accommodation over and above that anticipated at the time of budget construction due primarily to uncertainties around the timing and content of the Government's Welfare Reforms. Although a number of initiatives to mitigate the cost of B&B are being considered, political ascent is required before they are reported and implemented. The same applies to CHW047 below.
CHW037	Housing Needs - Private Sector Leasing Scheme. Income generation	-25	0	0	Amber	Considered achievable at this stage
CHW038	Housing Service Efficiency Review. Saving in staffing costs	-70	0	0	Green	On target
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	Green	On target

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
CHW047	Empty Homes Initiative. Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Green	Expenditure on B&B has been reduced as a result of the empty home initiative. The extraordinary growth in families seeking temporary accommodation has however obscured the achievement of this saving.
	Total Housing Savings	-543	0	0		
	Community and Culture					
CHW048	Cultural Services review of structure	-15	0	0	Green	Achievable - 3rd year of payment protection
CHW051	Library Volunteers. Support provided by volunteers.	-40	0	0	Amber	Saving from use of volunteers has not been progressed and would need to be done in conjunction with contractor.
CHW053	Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-400	0	0	Green	This saving is split between, £135k split over libraries and leisure contracts and £265k managed through a grant saving.
CHW055	Reduce Adult Learning Subsidy. Services to be funded by grant.	-50	0	0	Green	To be achieved
CHW056	Reduce subsidy to harrow young musicians	-10	0	0	Green	To be achieved
CHW062	Deletion of post supporting community festivals	-48	0	0	Green	Achieved - postholder left 2013. Restructure not yet carried out.
	Total Community & Culture savings	-563	0	0		
	Public Health					
CHW068	Further Public Health Efficiencies. Funding existing Council revenue funded services.	-100	0	0	Green	On target
CHW009 14/15	Reduction in Council's Contribution to Public Health Budget	-250			Green	On target
	Total Public Health	-350	0	0		
	Total CHW	-6,767	0	0		

MTFS 2014/15 to 2016/17 – Savings

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
	RESOURCES					
	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	Green	Delivered -Artificial switchboard is in place, staffing has been reduced accordingly
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	Green	Delivered-60,000+ MHA accounts handle 14,000+ enquiries per month. Staffing levels have been reduced.
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	Green	Delivered-TE project delays mean that full functionality is not available, however staffing levels have been reduced.
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-100	-190	-100	Green	Delivered -Face to face appointments reduced by 61% in 2013/14 with further 20% reduction due in 2014/15. Staff reduced in line with expectations.
RES045	Print Contract Savings. Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Amber	Costs of service acquired printers unclear. Work is underway to identify the commitment. Potential disposal costs.
	Strategic Commissioning					

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
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	Green	Delivered
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	Green	Delivered
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	Green	Delivered
	HRD					
RES042	Reduction in HRD posts. Deletion of 2 posts.	0	-75	0	Green	On target
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	Green	On target to Deliver
	Internal Audit					

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
RES048	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Green	Delivered
	Insurance Service					
RES053	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-3	0	0	Green	On target through increased handling of injury claims in-house. Current savings in 2014/15 £4,268.
RES058	Deletion of Corporate Risk Management Support Service. Deletion of post in 2013.	-30	0	0	Green	Delivered
RES059	Cross Council Insurance Claims. Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Green	On target through several initiatives: 1) A proactive approach to injury claims handled in-house is resulting in fewer claimants resorting to instructing solicitors. In 2013/14 there were seven such claims delivering typical savings of £10k per claim. 2) Joint working with Health & Safety and Waste Management has resulted in funding being made available for four way cameras on the refuse fleet, which is expected to lead to claim savings.3) A project is underway to mitigate the cost of tree root claims against the Council.
RES060	Reduced Contribution to Insurance Provision. Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Green	On target
	Legal & Governance					
RES068	E-canvass Project. Reduced staffing following electronic canvas.	-20	0	0	Green	waiting for commentary from department

MTFS 2014/15 to 2016/17 – Savings

Appendix 2

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
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	Green	Delivered
	Corporate Finance					
RES073	Finance restructure. Reduced staff costs.	-300	0	0	Green	Saving has been built into the budget and saving is on track to be delivered in full.
	Collections and Benefits					
RES078	Deletion of 4 FTE posts in Housing Benefits	0	-140	0	Red	Delays in the implementation of Universal Credit put this saving at risk.
RES080	Staff reductions to match DWP Admin grant reduction	-48	0	0	Green	Delivered
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-102	0	0	Green	Delivered
RES082	Revenues Staffing Reductions	0	0	-40	Green	On target
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	Red	Delays in the implementation of Universal Credit put this saving at risk.
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Green	Delivered
	Total Resources Savings	-1,730	-535	-315		
	CORPORATE					
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-268	-187	-31	Green	Delivered

MTFS 2014/15 to 2016/17 – Savings

Item No		2014-15	2015-16	2016-17	2014-15	
		£000	£000	£000	RAG Status	Comments
Tech 002 14/15	Saving in use of Consultants across the Council	-250	0	0	Green	Built into 2014-15 budget
	Total Corporate	-518	-187	-31		
	Total	-12,939	-1,236	-346		

Debt Management 2014/15

Council Tax

Currently, bad debt provisions (BDP) of £4.774m exist [**£4.898m**- £0.124k; w/off done 01/04/14-30/06/14] for Council Tax against a potential BDP of £3.061m for debts accrued to 31 March 2014.

COUNCIL TAX	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2008-2019	654	611	100	611
2010-2011	566	535	86	460
2011-2012	707	678	73	495
2012-2013	1,015	928	54	501
2013-2014	3,131	2,311	43	994
Total	6,073	5,063		3,061

National Non Domestic Rates (NNDR)

Currently, bad debt provisions of £2.324m [**£2.496m**- £0.172k; w/off done 01/04/14 to 30/06/14] exist for business rates (NNDR) against a potential BDP of £2.366m. Under Business Rates retention, the effect on the local authority is 30% of any surplus or deficit.

NATIONAL NON DOMESTIC RATES (NNDR)	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2013-2014	1,262	1,029	100	1,029
2013-2014	2,101	1,783	75	1,337
Total	3,363	2,812		2,366

Council Tax and Business Rates Court Costs

Currently, bad debt provisions (BDP) of £950k (**CT £850k+ NDR £100k**) exists for Court Costs against a potential BDP of £970k. From previous years trends, this amount of provision appears to be adequate and in line with our overall provisions policy.

Court Cost	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2011-2012	235	217	100	217
2011-2012	129	121	85	103
2012-2013	190	172	75	129
2013-2014	616	555	60	333
2014-2015	0	375	50	188
Total	1,170	1,488		970

Housing Benefits

Currently, bad debt provisions of £2.969m [**£3.936m** - £0.967k w/off 1/4/14 to 30/06/14] exist for Housing Benefit overpayment debt against a potential BDP of £3.617m (£2,165 + £1,452m = £3,617m). The under provision will be partly funded from improved collection on overpayments although this could still leave a residual balance that will need to be met from revenue. This will be closely monitored during the year.

Housing Benefit DEBTORS	Outstand as at 1 st of April	Outstand as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2012-2013	1,204	887	100	887
2012-2013	764	521	100	521
2013-2014	1,882	1,101	50	550
2014-2015	0	690	30	207
Totals	3,850	3,199		2,165

Housing Benefit LIVE CASES	Outstand as at 1 st of April	Outstand as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2012-2013	413	364	100	364
2012-2013	596	511	75	383
2013-2014	1,395	996	50	498
2014-2015	0	692	30	207
Totals	2,404	2,563		1,452

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
Adults Social Care-Framework-I & IT Integration	0	140,591	0	140,591	12,956	0	70,591	-70,000	70,000
MOSAIC Implementation - Adults & Children's Services	250,000	522,604	0	772,604	38,668	42,312	522,604	-250,000	250,000
Milman's Day Centre - Remodeling & Refurbishment	0	0	0	0	0	5,693	0	0	0
Bedford House Boilers	0	0	0	0	0	594	0	0	0
Mental Health Supported Housing Repairs	0	51,078	0	51,078	1,889	3,236	51,078	0	0
Renovation Grants	70,000	0	0	70,000	0	10,475	70,000	0	0
Disabled Facilities Grants	1,500,000	0	0	1,500,000	144,390	274,054	1,500,000	0	0
Disabled Facilities Grants (additional Grant)	0	50,000	0	50,000	0	0	50,000	0	0
Empty Properties & Private Sector Initiatives Grants	676,000	269,743	0	945,743	26,287	0	945,743	0	0
Headstone Manor	0	1,218,155	0	1,218,155	-9,586	62,712	1,218,155	0	0
Upgrading the People's Network and Installing Wi-Fi	0	43,534	0	43,534	37,285	0	43,534	0	0
Upgrading Library Management System	0	0	0	0	-18,060	5,000	0	0	0
Leisure Centre Capital Infrastructure	300,000	43,055	0	343,055	0	4,098	343,055	0	0
Sec 106 Banister Sport Pitch	1,000,000	4,000	0	1,004,000	0	4,000	1,004,000	0	0
Leisure Capital Investment	0	6,988	0	6,988	0	0	6,988	0	0
Sports & Leisure Short Breaks Grant	0	0	0	0	6,000	0	0	0	0
Refurbishment of 64 Pinner Road	0	0	0	0	0	1,329	0	0	0
Stanmore Library - Meeting Room	0	0	0	0	0	0	0	0	0
Adults Personal Social Services - Community Capacity Grant	632,000	338,334	0	970,334	17,524	0	970,334	0	0
Capital Strategic Reviews	0	684,633	0	684,633	31,159	34,163	684,633	0	0
Aztec Cafe and The Bridge - Phase 1	0	15,584	0	15,584	270	0	15,584	0	0

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
Quality Outcome for People With Dementia	150,000	0	0	150,000	0	0	150,000	0	0
Reform Of Social Care Funding	250,000	0	0	250,000	0	0	250,000	0	0
In House Residential Establishment	0	0	0	0	0	0	0	0	0
Integrated Health Model	250,000	0	0	250,000	0	0	250,000	0	0
Carers Services Charges	100,000	0	0	100,000	0	0	100,000	0	0
Market Shaping And Development	250,000	0	0	250,000	0	0	250,000	0	0
Safeguarding Quality Assurance Quadrants (QAQ)	0	200,000	0	200,000	0	0	200,000	0	0
TOTAL CH&W	5,428,000	3,588,299	0	9,016,299	288,782	447,666	8,696,299	-320,000	320,000
Schools Expansion Programme - Phase 1	5,870,000	1,656,604	0	7,526,604	147,307	3,137,444	7,526,604	0	0
Schools Expansion Programme - Phase 2	14,375,000	3,066,754	0	17,441,754	779,996	910,090	17,441,754	0	0
SEN Provision	5,325,000	1,243,284	0	6,568,284	268,340	285,185	6,568,284	0	0
Secondary Expansions	10,100,000	2,958,687	0	13,058,687	177,180	127,354	13,058,687	0	0
Schools Expansion Programme contingency	0	0	0	0	0	0	0	0	0
School Amalgamation	700,000	622,959	0	1,322,959	71,459	48,501	1,322,959	0	0
Bulge Classes	150,000	0	-96,896	53,104	8,417	9,667	53,104	0	0
Free School Meals	621,000	0	-116,000	505,000	0	0	505,000	0	0
Schools Capital Maintenance	1,350,000	69,191	0	1,419,191	-4,412	336,980	1,419,191	0	0
Schools Expansion Programme Phase 3	1,805,000	0	0	1,805,000	0	0	1,805,000	0	0
Devolved Formula Non VA Schools	0	736,710	333,546	1,070,256	947,674	0	1,070,256	0	0
IT Development	0	910,000	0	910,000	0	3,467	910,000	0	0
Catering in schools (2011-12)	0	0	0	0	0	0	0	0	0
High School Development (2011-12)	0	0	0	0	-25,783	25,783	0	0	0

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
Whitmore School - Sports Pitch	0	64,750	25,000	89,750	0	0	89,750	0	0
Whitmore School	2,000,000	0	-462,207	1,537,793	363,258	1,142,824	1,537,793	0	0
Project Fees During Defect Period	0	0	0	0	0	0	0	0	0
Austistic Spectrum Disorder	0	0	0	0	0	0	0	0	0
Children's Centre Funding	0	0	0	0	0	0	0	0	0
Primary Capital Grant	0	0	0	0	0	0	0	0	0
High School No 1 - rebuild BSF	0	0	0	0	0	0	0	0	0
2 Year Old Entitlement Grant (2012-13)	0	438,100	0	438,100	0	0	438,100	0	0
TOTAL CHILDREN	42,296,000	11,767,039	-316,557	53,746,482	2,733,436	6,027,295	53,746,482	0	0
Affordable Warmth	0	86,050	0	86,050	0	90,000	86,050	0	0
BTP - Public Realms	0	1,405,759	0	1,405,759	7,785	1,395,944	1,405,759	0	0
Carbon Reduction Programme 2012/13	0	262,199	0	262,199	0	134,676	262,199	0	0
Carbon Reduction Programme 2013/14	0	161,963	0	161,963	6,551	899	161,963	0	0
Carbon Reduction Programme 2014/15	1,300,000	0	0	1,300,000	0	0	800,000	-500,000	500,000
CCTV Camera Extension Project	0	384,862	0	384,862	0	384,838	412,862	28,000	0
CCTV Crime Reduction Cameras 14/15	575,000	0	0	575,000	0	0	575,000	0	0
CCTV Enforcement Monitoring System Re-engineering	0	86,907	42,000	128,907	0	6,864	128,907	0	0
City Farm/Pinner Park Farm	0	717,292	-118,000	599,292	5,526	96,365	299,292	-300,000	300,000
Civic Centre Parking	0	135,245	0	135,245	20,058	58,133	135,245	0	0
Corporate Accommodation Maintenance	433,000	264,586	215,000	912,586	543,362	189,756	912,586	0	0
Development of a Consolidated, Integrated Civic One Building	0	26,268	0	26,268	0	3,691	26,268	0	0
Harrow Card	0	140,000	-140,000	0	0	0	0	0	0
Harrow Green Grid	343,000	204,377	0	547,377	1,025	41,833	547,377	0	0
Harrow On Hill Station	100,000	0	0	100,000	0	0	100,000	0	0

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
High Priority Plan Maintenance Corporate Property	430,000	90,102	0	520,102	60,449	52,432	492,102	-28,000	0
Highway Drainage Improvements & Flood Defence Infrastructure	525,000	177,825	0	702,825	177,734	127,689	702,825	0	0
Highway Improvement Programme	5,500,000	789,325	0	6,289,325	934,814	1,520,468	6,289,325	0	0
Leisure Centre Car Park CCTV	0	0	0	0	-27,065	19,713	0	0	0
Leisure Centre Car Park Charging	0	60,000	34,000	94,000	0	0	94,000	0	0
Neighbourhood Investment Scheme	210,000	269,511	0	479,511	5,947	0	479,511	0	0
Parking Management Programme	750,000	62,209	53,000	865,209	6,938	471,854	865,209	0	0
Public Realm Services – Parks, Open Spaces & Cemeteries	850,000	318,782	205,000	1,373,782	152,881	390,005	1,273,782	-100,000	0
Public realm Services – Waste and Recycling	200,000	251,014	50,000	501,014	48,657	112,904	501,014	0	0
Roxborough Bridge Underpass CCTV	0	7,024	0	7,024	0	6,681	7,024	0	0
Section 106 Schemes	0	357,528	0	357,528	13,431	58,653	357,528	0	0
Street Lighting Improvement Programme	1,500,000	733,082	0	2,233,082	494,312	290,285	2,233,082	0	0
TfL Major Schemes	0	264	0	264	0	0	264	0	0
TfL Principal Roads	868,000	553,390	293,000	1,714,390	143,956	0	1,714,390	0	0
TfL Transport Capital	1,206,000	872,032	0	2,078,032	77,334	0	2,078,032	0	0
Town Centre Infrastructure	0	0	0	0	0	0	0	0	0
Town Centre Regeneration	0	2,256,513	-341,000	1,915,513	62,787	432,904	1,915,338	-175	0
Transport Local Implementation Plan 2 - Programme of investment	0	0	0	0	0	0	0	0	0
TOTAL E&E	14,790,000	10,674,109	293,000	25,757,109	2,736,482	5,886,587	24,856,934	-900,175	800,000
Council Tax Support	0	83,000	0	83,000	60,914	75,662	137,000	54,000	0
ITO Transformation	125,000	3,544,137	-350,000	3,319,137	1,182,942	1,523,290	3,319,137	0	0
My Harrow Services Account Dev Prog	0	97,094	0	97,094	7,674	11,450	97,094	0	0

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
IT Improvement Project	750,000	0	0	750,000	0	0	750,000	0	0
SAP: Financial Leger/Systems Control Imp	0	376,592	0	376,592	27,935	80,388	376,592	0	0
BTP - Business Support	0	0	0	0	0	0	0	0	0
BTP - SAP SRM Procurement	0	0	0	0	0	0	0	0	0
BTP CCAD - Customer Contact Assess & Decide	0	8,000	0	8,000	-236	88,764	8,000	0	0
BTP - Mobile & Flex	401,000	1,896,741	0	2,297,741	641,570	2,461,091	2,297,741	0	0
BTP - Corporate Resources	0	82,000	0	82,000	30,000	38,103	82,000	0	0
BTP - PCI Cap	0	0	0	0	0	0	0	0	0
BTP Minor Projects	0	236,062	0	236,062	0	150,000	236,062	0	0
SAP Minor Developments	0	70,361	0	70,361	-11,173	100,479	70,361	0	0
ICT Infrastructure & Corporate Applications	0	736,003	0	736,003	29,337	70,384	736,003	0	0
IT Corporate System Refresh	1,300,000	0	350,000	1,650,000	0	0	1,650,000	0	0
LAA Performance Reward Grant	0	128,374	0	128,374	0	29,544	128,374	0	0
BTP - Hardware Refresh	213,000	488,424	0	701,424	127,180	91,165	701,424	0	0
Loan Payment - Capital	6,624,000	1,199,345	0	7,823,345	788,256	0	7,823,345	0	0
Small Schemes (Council wide)	0	372,857	-32,000	340,857	911	9,541	340,857	0	0
IER Grrant	0	0	32,370	32,370	0	0	32,370	0	0
TOTAL RESOURCES	9,413,000	9,318,990	370	18,732,360	2,885,310	4,729,861	18,786,360	54,000	0
TOTAL GENERAL FUND	71,927,000	35,348,437	-23,187	107,252,250	8,644,010	17,091,409	106,086,075	-1,166,175	1,120,000
Housing Programme	7,527,000	949,000	0	8,476,000	274,051	810,329	6,719,000	-1,757,000	0
Grant Funded Extensions	0	0	0	0	0	0	0	0	0
Aids & Adaptations	0	0	0	0	0	5,203	0	0	0

Capital Programme as At 30 June 2014

Appendix 4

Project Definition	Original Programme	CFWD's	Adjustments	TOTAL BUDGET	Actuals	Commitments	Forecast	Forecast Variance	CFWD's
Affordability Housing	2,000,000	0	0	2,000,000	0	0	2,000,000	0	0
TOTAL HRA	9,527,000	949,000	0	10,476,000	274,051	815,532	8,719,000	-1,757,000	0