

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref                               | Service Area          | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment   |
|-----------------------------------|-----------------------|---|---------|---------|---------|---------|-------|------------|---|
|                                   |                       |   | £000    | £000    | £000    | £000    | £000  |            |   |
| <b>Resources &amp; Commercial</b> |                       |   |         |         |         |         |       |            |   |
| <b>Savings</b>                    |                       |   |         |         |         |         |       |            |   |
| RES01                             | Finance and Assurance | Staff savings   | 304     |         |         |         | 304   | Blue       | Posts deleted as part of minor restructure  |
| RES02                             | Finance and Assurance | Additional Charge to the Pension Fund to reflect time spent by the Director of Finance and other Finance and Assurance staff on Pension Fund matters. | 80      |         |         |         | 80    | Blue       | Saving achieved as an early saving in 2014/15   |
| RES03                             | Finance and Assurance | On going review of the Finance and Assurance structure for which proposals will need to be developed.   | -       | 250     | 500     | 500     | 1,250 | Amber      | Savings revised as part of 2016/17 MTFS review  |
| RES04                             | Finance and Assurance | Reduction in annual contribution to the Insurance Fund to reflect improved claims performance (lower level of claims paid out)                        | 200     |         |         |         | 200   | Blue       | Contribution reduced  |
| RES05                             | Finance and Assurance | Additional Treasury returns via lending to WLWA (Incinerator project - Loan approved by Council 4th July 2013)  | 350     |         |         |         | 350   | Blue       | Achieved  |
| RES06                             | Finance and Assurance | Business Continuity Additional Income   | 30      |         |         |         | 30    | Amber      | SunGard budget taken, but current demand on service cannot be met through existing budget without significantly raising income. Opportunities are being explored, but we are also considering what the impact of a reduction in the service would be to meet a balanced budget position'. |
| RES07                             | HR & Shared Services  | Re-organisation of the HR, Development and Shared Service function which will result in the deletion of approximately 18 fte                          | 495     |         |         |         | 495   | Blue       | Staff have left posts and saving banked   |
| RES08                             | HR & Shared Services  | Further HR, Development and Shared Service savings for which detailed proposals will need to be developed   |         |         | 550     | 250     | 800   | Amber      | Proposals being delivered to achieve saving   |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area            | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|-------------------------|---|---------|---------|---------|---------|-------|------------|--|
|        |                         |   | £000    | £000    | £000    | £000    | £000  |            |  |
| RES09  | HR & Shared Services    | Additional savings in delivery including efficiencies through the transfer of the Health & Safety function to Environment & Enterprise and the re-charging of relevant payroll expenditure to the Pension Fund (no estimated reduction in FTE). (Resources element of saving) | 169     |         |         |         | 169   | Blue       | Health and Safety function has now moved to Environment and Enterprise, recharge to pension by £80k  |
| RES10  | HR & Shared Services    | Reduce Occupational Health support  | 50      |         |         |         | 50    | Amber      | The Government Fit For Work scheme was delayed and was not implemented at Harrow until November 2015, putting some pressure on the second half year's budget saving. |
| RES10a | HR & Shared Services    | Reduce Occupational Health support  | 50      |         |         |         | 50    | Red        | As a result of the delay to the Government Fit For Work Scheme, this savings will not be achieved in respect of the first half of this year.                         |
| RES11  | HR & Shared Services    | Reduce Corporate Learning & Development for staff   | 100     |         |         |         | 100   | Blue       | Saving banked and staff have left posts  |
| RES12  | Legal & Dem Services    | Reduction in Legal cost, in the initial instance by growing the business  | 144     | 144     | 144     | 144     | 576   | Green      | The achievement of this saving in 2015/16 is dependant on the success of the new arrangement with Hounslow.  |
| RES13  | Legal & Dem Services    | Amalgamation of two teams to become Democratic and Electoral Services and staff reduction - Mayor Office  | 86      |         |         |         | 86    | Amber      | Budget reduced and partly achieved with 2 staff made redundant but has not been reflected in the organisation structure.   |
| RES15  | Procurement             | Restructuring of the Commercial, Contracts and Procurement Division's function.   | 50      |         | 201     | 151     | 402   | Blue       | achieved   |
| RES16  | Strategic Commissioning | Retender of the Communications Service to take account of reductions in spend phased in the following way: 2015/16 - 20% reduction, 2016/17 - 10% reduction, 2017/18 - 10% reduction.   | 114     | 57      | 57      |         | 228   | Blue       | 2015/16 Saving banked  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|-----------------------------|---|---------|---------|---------|---------|-------|------------|--|
|        |                             |   | £000    | £000    | £000    | £000    | £000  |            |  |
| RES17  | Strategic Commissioning     | Retendering of the Healthwatch service, reducing the core spend by this amount.   | 80      |         |         |         | 80    | Blue       | Saving banked  |
| RES18  | Strategic Commissioning     | Stop funding Harrow Senior Residents Assembly / Decommissioning of Scrutiny Projects Budget   | 21      |         |         |         | 21    | Blue       | Saving banked  |
| RES19  | Strategic Commissioning     | Stop the Objective Portal Contribution from the Division, used for online consultations.  | 8       |         |         |         | 8     | Blue       | Contract ended in October 2015. Owned by Planning who are also stopping the use of the Portal. |
| RES20  | Strategic Commissioning     | Staff restructure of existing posts and making greater use of apprentices and graduate placements   | 129.5   |         |         |         | 129.5 | Blue       | savings banked   |
| CHW11a | Grants & Community Lettings | Review of voluntary sector funding  | 270     |         |         |         | 270   | Green      | All organisations have now signed their SLAs for 2015-16                                       |
| RES21  | Resources Wide              | <b>Management Savings</b>   |         | 150     |         |         | 150   | Amber      | Future year saving   |
| RES22  | Customer Services & IT      | Efficiency Savings – Staff reductions due to the implementation of more automation and self service forms in Revenues and Benefits                                | 459     |         |         |         | 459   | Blue       | Savings achieved and Budget adjusted in 2015/15 budget   |
| RES23  | Customer Services & IT      | Increased Income from Harrow Helpline and reduction in staffing costs   | 200     | 50      |         |         | 250   | Green      | On track to be achieved  |
| RES24  | Customer Services & IT      | <b>Project Management Office</b> - staff savings. Deletion of 1 fte PMO (currently vacant) in 2014/15 to achieve a saving of £24k in 2014/15 and £22k in 2015/16. | 22      |         |         |         | 22    | Blue       | Post deleted in 2014/15 as an early saving   |
| RES25  | Customer Services & IT      | Procurement savings across the contracts managed within the division.   | 541     | 949     |         |         | 1,490 | Green      | 2015/16 saving anticipated to be achieved but not 2016/17                                      |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref   | Service Area                                  | Headline Description re: saving / reduction   | 2015/16      | 2016/17      | 2017/18      | 2018/19      | Total        | RAG Status | Comment  |
|---|---|---|--------------|--------------|--------------|--------------|--------------|------------|--|
|   |   |   | £000         | £000         | £000         | £000         | £000         |            |  |
| RES26   | Customer Services & IT                        | Reduce the cost of Access Harrow by migrating customers to more efficient channels. This will be delivered through improved self-service availability in the One Stop Shop, greater use of IVR over the telephone and enhanced functionality via the website and MyHarrow account. Resources will be aligned to the subsequent drop in demand and as channels are closed. | 100          |              | 200          | 300          | 600          | Green      | Staff savings are in place and the Cabinet report regarding proposed rise in price went to cabinet in July, other project such as Channel Shift also underway.                   |
| <b>Total Savings Approved February 2015</b>     |   |   | <b>4,053</b> | <b>1,600</b> | <b>1,652</b> | <b>1,345</b> | <b>8,649</b> |            |  |
| RES078  | Collections and Benefits                      | <b>Deletion of 4 FTE posts in Housing Benefits</b>  | 140          | -            |              |              | 140          | Green      | Savings achieved and Budget adjusted in 2015/15 budget   |
| RES082  | Collections and Benefits                      | <b>Revenues Staffing Reductions</b>   | -            | 40           |              |              | 40           | Amber      | Dependent on Universal Credit implementation   |
| RES083  | Collections and Benefits                      | <b>Housing Benefits Staffing Reductions as Benefits moves to DWP.</b> Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.  | -            | 125          |              |              | 125          | Amber      | Dependent on Universal Credit implementation   |
| <b>Total Savings Resources &amp; Commercial</b> |   |   | <b>4,193</b> | <b>1,765</b> | <b>1,652</b> | <b>1,345</b> | <b>8,954</b> |            |  |
| <b>Community</b>                                |   |   |              |              |              |              |              |            |  |
| E&E_01  | Commissioning Services                        | <b>Trading Standards</b> - Further cost reduction in Trading Standards service by re-negotiating the Service Level Agreement with London Borough of Brent   |              | 40           | 40           |              | 80           | Green      | £20k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.   |
| E&E_03  | Commissioning Services - Community Engagement | <b>School Crossing Patrols</b> - service to be funded directly by schools via Service Level Agreement (SLA). If any school chooses not to enter into a SLA, the service for that school will cease.   | -            | 64           |              |              | 64           | Green      | School feedback has indicated that 50% of schools will take up the SLA. Schools wishing to transfer staff and responsibility will be offered training support prior to handover. |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                                   | Headline Description re: saving / reduction  | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|--|--|---------|---------|---------|---------|-------|------------|--|
|        |  |  | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E_04 | Commissioning Services - Contract Mgt          | <b>Staff Efficiencies across the Division</b> - Deletion of contract manager post (currently vacant)   | 73      |         |         |         | 73    | Blue       | Contracts manager post has been deleted.   |
| E&E_05 | Commissioning Services - Contract Mgt & Policy | <b>Staff Efficiencies across the Division</b> - Deletion of 3 posts  | 48      |         | 86      |         | 134   | Blue       | Accommodation and Project manager post have been deleted.  |
| E&E_06 | Commissioning Services - Facilities Mgt        | <b>Reduction in Facilities Management costs</b> - reduce the controllable budget by 20% in the first 2 years through re-structuring and changing ways of service delivery and a further 5% over Years 3 & 4 through additional efficiencies post re-structuring. Consultation with staff already underway and it is proposed to delete 8 posts, 3 of these are currently vacant. | 300     | 44      | 44      | 22      | 410   | Blue       | Restructure completed. Budgets realigned. New Facilities Management contract in place from 1 July 2015. 2016/17 savings, £44k, will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.                              |
| E&E_07 | Commissioning Services - Facilities Mgt        | Introduction of staff car parking charges  | 20      | 30      | -       | -       | 50    | Green      | Consultation completed. New charges are effective from 1 June 2015. Current collection rates suggest this will be achieved in full. £10k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this. |
| E&E_08 | Commissioning Services - Highway Services      | <b>Reduce highways maintenance budget</b> - Changes to the response times on non urgent works i.e. respond to these in 48 hours instead of existing 24 hours.  | 127     | 84      | 45      |         | 256   | Green      | The budgets have been reduced. On-going monitoring of actual expenditure will indicate if savings have been realised. £50k of 2016/17 savings will be achieved in year 15/16 and a budget reduction has been actioned to reflect this.               |
| E&E_09 | Commissioning Services - Highways              | <b>Highways Contract</b> - Extend the scope of the Highways Contract to include scheme design and / or inspection services when the contract is re-procured (current contract will expire in 16/17).   |         |         | 120     | 120     | 240   | Green      | Relates to future years savings.   |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area  | Headline Description re: saving / reduction  | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment   |
|--------|---|--|---------|---------|---------|---------|-------|------------|---|
|        |   |  | £000    | £000    | £000    | £000    | £000  |            |   |
| E&E_10 | Commissioning Services - Highways                     | <b>Review salary capitalisation of highway programme &amp; TfL funded projects</b>   |         | 100     | 50      | 50      | 200   | Green      | £50k of 2016/17 savings has been brought forward into 2015/16. This is being monitored in year.   |
| E&E_11 | Commissioning Services - Network Mgt                  | <b>Additional income</b> - from permitting scheme  | 60      | 20      | 10      |         | 90    | Green      | On track to achieve additional income from Street works.  |
| E&E_12 | Commissioning Services - Street Lighting              | <b>Changes in Street Lighting Policy to include variable lighting solutions.</b>   | 30      | 68      | 10      | 12      | 120   | Green      | The budgets have been reduced. On-going monitoring of actual expenditure will indicate if savings have been realised.   |
| E&E_13 | Commissioning Services - Street Lighting and Drainage | <b>Street lighting and Drainage budgets</b> - capital investment allows for lower maintenance costs  | 60      | 25      | 40      |         | 125   | Green      | The budgets have been reduced. On-going monitoring of actual expenditure will indicate if savings have been realised.   |
| E&E_14 | Commissioning Services - Winter Gritting              | <b>Reduction in winter gritting budgets</b> - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service   | 10      | 20      |         | 10      | 40    | Red        | An alternative arrangement to the current lump sum fee is to be re-negotiated such as "pay as you go", however the contract renegotiation is not being undertaken until 2016. |
| E&E_15 | Directorate wide                                      | <b>Staff Efficiencies following the merger of the Business &amp; Service Development and Commissioning Services Divisions.</b>   | 124     |         |         |         | 124   | Blue       | 2 posts were deleted in 14/15 and the saving has been realised.   |
| E&E_16 | Directorate wide                                      | <b>Management Efficiencies</b> - Reduce staff budget in Directorate Management by £130K.   | 53      |         |         |         | 53    | Blue       | The post was deleted in 14/15 and this saving has been realised.  |
| E&E_18 | Directorate wide                                      | <b>Staff Efficiencies following the merger of the Business &amp; Service Development and Commissioning Services Divisions</b> - Delete one performance management officer post and a cemetery superintendent post as of 31 March 2015. In addition, further efficiencies to be achieved in Environmental Services Delivery and Commissioning Divisions in 17/18. | 72      |         | 30      | 50      | 152   | Blue       | Posts have been deleted.  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                          | Headline Description re: saving / reduction  | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|---------------------------------------|--|---------|---------|---------|---------|-------|------------|--|
|        |                                       |  | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E_19 | Directorate wide                      | <b>Increase Fees &amp; Charges</b> - harmonise our cemetery charges with London Borough of Brent for the shared site at Carpenders Park, and increase the minimum charge for residual waste disposal by trade customers at CA site to cover the cost of disposal.  | 50      |         |         |         | 50    | Green      | Cemetery charges have increased in 15/16 per fees & chgs schedule.   |
| E&E_20 | Directorate-wide                      | <b>Contractual/commissioned/SLA savings</b> - To seek maximum value in savings from existing contracts, Service Level Agreements and all services commissioned, from third parties by re-negotiating terms that will yield cashable savings. To secure on-going cashable benefits from gain share and third party income arrangements. | 300     | 200     | 200     |         | 700   | Amber      | The saving from the new FM contract will contribute towards this target (NB. there is also a £200K target in Pan Organisation saving for FM). The forward procurement plan for the directorate is being shaped to identify procurement savings for the rest of the financial year. |
| E&E_21 | Directorate-wide                      | <b>Efficiencies saving</b> - Remove Supplies & Services budget in Directorate Management.  | 170     |         |         |         | 170   | Blue       | Saving achieved.   |
| E&E_22 | Environmental Services - Env Health   | <b>Environmental Health Staffing:</b> Reduce professional staffing by 2 Environmental Health Officer posts and 2 Technical Officer posts reducing service levels to residents and businesses proportionately   | 175     |         |         |         | 175   | Blue       | 4 posts have been deleted. This saving has been achieved.  |
| E&E_23 | Environmental Services - Env Health   | <b>Environmental Health out of hours noise nuisance response service.</b> Delete this service.   | 50      |         |         |         | 50    | Blue       | Out of Hours service has ceased.   |
| E&E_24 | Environmental Services - Harrow Pride | <b>Responsive zonal street cleaning for residential streets:</b> Move to a more targeted approach of responsive street cleaning service away from the current rota of every four weeks. Reduction of 6 posts. One-off vehicle early termination costs (1 dropside tipper and 1 tipper) is estimated at £41K.                           | 172     |         |         |         | 172   | Blue       | 6 posts & 2 vehicles have been deleted.  |
| E&E_25 | Environmental Services - Harrow Pride | <b>Beat sweepers:</b> Remove dedicated beat sweepers from secondary shopping areas, remove weekend and late afternoon street cleansing from 1st April 2015.  | 150     |         |         |         | 150   | Blue       | The budget was for agency staff who will no longer be used.  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                               | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|--|---|---------|---------|---------|---------|-------|------------|--|
|        |  |   | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E_26 | Environmental Services - Harrow Pride      | <p><b>Reduce Parks service to statutory minimum:</b> Delete parks locking service, naturalise parks (except paid for fine turf), no green flag parks, litter picking reduced to once per week from 1st April 2015. Reduction of 4 Driver posts, 2 Operative posts and 5 Grounds Maintenance Specialist posts<br/>One-off vehicle early termination cost (2 tippers) is estimated at £23K.</p> <p><b>Parks Management.</b> Through implementation of the previous savings proposal of reducing parks maintenance standards to the statutory minimum, there can be a further reduction in management and supervisory posts from the existing parks structure of 1 team leader and 2 charge-hands from 1st April 2015.</p> | 304     | 23      |         |         | 327   | Blue       | Post & vehicle have been deleted.  |
| E&E_27 | Environmental Services - Harrow Pride      | <p><b>Highways verge grass cutting, moving from a three weekly to a six weekly cycle.</b> Reduce quality of service from 1st April 2015.<br/>One-off vehicle de-hire cost (1 tipper) is estimated at £11K.</p>  | 71      | 11      |         |         | 82    | Blue       | 3 posts & 1 vehicle deleted.   |
| E&E_28 | Environmental Services - Parking           | <b>Parking Enforcement</b> - Increase efficiency in civil enforcement team.   | 100     |         |         |         | 100   | Green      | Restructure has been finalised.  |
| E&E_29 | Environmental Services - Parking           | <b>Review Parking charges to deal with capacity issues</b>  | 375     |         |         |         | 375   | Red        | Car parking charges not increased. A range of measures are being implemented to mitigate the budget pressure including an operational review, efforts to increase the sales of business parking permits and enforcement activities where permissible. Therefore this saving target will be met in full via compensating savings. |
| E&E_30 | Environmental Services - Public Protection | <b>Licensing:</b> Budget realignment to reflect forecast income from licensing activities.  | 15      |         |         |         | 15    | Blue       | Income overachieved in 14/15 so this will be achieved in 15/16.  |



## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                               | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|--|---|---------|---------|---------|---------|-------|------------|--|
|        |  |   | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E_31 | Environmental Services - Public Protection | <b>Removal of late growth budget at February 2014 Council</b> - On the spot fine for spitting, graffiti, littering and anti-social behaviour                          | 50      |         |         |         | 50    | Blue       | A carry forward has been requested to fund the set up costs of this project, after which it will be self funding. Therefore saving achieved in full. |
| E&E_32 | Environmental Services -Waste Services     | <b>Clinical waste:</b> Review of current waste composition to identify genuine clinical waste which will be collected by a specialist service                         | 50      |         |         |         | 50    | Amber      | New contract commenced on 5 May 2015. Savings not achieved in full due to late start.  |
| E&E_33 | Environmental Services -Waste Services     | <b>CA Site:</b> Reduce assistance to public upper level at Civic Amenity site from 1st January 15. Reduction of 2 Waste Recycling Assistant posts (currently vacant). | 38      |         |         |         | 38    | Blue       | Two posts have been deleted. This saving has been achieved.  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area                           | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|--|---|---------|---------|---------|---------|-------|------------|--|
|        |  |   | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E_34 | Environmental Services -Waste Services | <p><b>Change mixed organic waste collection system with separate collection of food waste and introduce charges for garden waste from 1st October 2015.</b></p> <p><b>Food Waste</b> - Each household on 3 wheeled bin system will be provided with a new 23L food waste bin and a kitchen caddy which will be emptied weekly.</p> <p><b>Garden Waste</b> - Garden waste will be collected fortnightly on a chargeable basis. Households that subscribe to the service will receive 25 lifts per year at a price of <b>£75</b>. Concessions will be provided to residents on means tested benefits.</p> <p>Introductory offer - £75 to cover the period between 1st oct 15 and 31st Mar 17. <b>The saving figure assumes 40% of households will take up the chargeable service.</b></p> <p>One-off implementation costs are estimated as follows: Revenue costs of approx £430K, and Capital costs for new food waste bins and kitchen caddies (£720K); the construction of a bulking facility for food waste at the depot (£250K).</p> | 970     | 1,711   |         |         | 2,681 | Amber      | The collection of separate food and garden waste commenced in October 15. It is anticipated that the recycling tonnage (food waste) would increase as a result of the waste diversion from residual waste bins and would yield a part year saving on disposal costs (£170K). The implementation of new garden waste charging is being delayed to April 16, leading to a one-off pressure on the income in 15/16. |
| RES09  | HR & Shared Services                   | Additional savings in delivery including efficiencies through the transfer of the Health & Safety function to Environment & Enterprise and the re-charging of relevant payroll expenditure to the Pension Fund (no estimated reduction in FTE). (E&E element of saving)   | 101     |         |         |         | 101   | Blue       | Budgets have been realigned and savings achieved.  |
| E&E011 |  | <b>Public Realm Integrated Service Model (PRISM) efficiencies.</b> Towards Excellence Programme efficiencies  | 375     |         |         |         | 375   | Amber      | Unable to implement the Route optimisation model in its entirety. Shortfall of £353k.  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area        | Headline Description re: saving / reduction  | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|--------|---------------------|--|---------|---------|---------|---------|-------|------------|--|
|        |                     |  | £000    | £000    | £000    | £000    | £000  |            |  |
| E&E023 |                     | Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project   | 58      |         |         |         | 58    | Blue       | Civic 2 has been converted to a car park and schools have taken possession of Civic 3, 4, 5 & 6 from 19 May 2014. The saving is a combination of the reduction in business rates and utilities costs.  |
| E&E043 |                     | Grounds maintenance: Annualised hours  | 81      |         |         |         | 81    | Blue       | Budgets have been reduced and savings achieved.  |
| CHW12  | Community & Culture | Redevelopment Harrow Leisure Centre Site   |         |         | 100     |         | 100   | Amber      | Dependent on proposals being developed and implemented   |
| CHW13  | Community & Culture | School Music Service to fully recover costs  | 72      |         |         |         | 72    | Green      | On-course to be achieved   |
| CHW14  | Community & Culture | Strategic reorganisation of Sports Development team. Review to reduce by 1fte (remaining post funded from within Community & Culture budgets). Cease delivery of London Youth Games and further review sports development delivery in 2016/17.   | 30      | 10      |         |         | 40    | Amber      | The restructure has now been completed and the remaining post has been recruited to. Due to delay in this, a full year saving may not be achieved but adjustments will be made elsewhere in budgets where possible to cover any shortfall .  |
| CHW15  | Community & Culture | Reduce council subsidy to the Harrow Arts Centre & Museum, whilst developing business plan to eliminate subsidy in the longer term. In 2015/16 saving achieved by additional income and staff re-structure in 2014/15 (resulting in 2 redundancies)                                    | 100     | 515     |         |         | 615   | Red        | Full saving unlikely to be delivered due to loss of income from uncertainty around the future of the site linked to additional costs caused by staffing issues. Strategy around longer term sustainability of the site is under development. |
| CHW16  | Community & Culture | In 2014-15 reduction in library book stock fund to spend consistent with previous years<br>In 2015-16 to develop a library strategy which reduces the number of libraries from 10 to 6, and implement a range of improvements to the remaining libraries in the medium to longer term. | 500     |         |         |         | 500   | Amber      | Only likely to be partially achieved. Negotiations around new contract price are now finalised. Reduced contract price is now only being realised due to implementation of staffing structure delays   |
| CHW17  | Community & Culture | Reduction of subsidy for community festivals   | 30      |         |         |         | 30    | Blue       | Offer for community festivals reduced to remaining budget of £10k  |
| CHW18  | Community & Culture | CHW Management savings - 1 fte in Community & Culture 2015/16 and 1 fte in Housing 2016/17   | 79      | 59      |         |         | 138   | Blue       | Post is vacant and will not be filled  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref                            | Service Area        | Headline Description re: saving / reduction   | 2015/16      | 2016/17      | 2017/18    | 2018/19    | Total        | RAG Status | Comment  |
|--------------------------------|---------------------|---|--------------|--------------|------------|------------|--------------|------------|--|
|                                |                     |   | £000         | £000         | £000       | £000       | £000         |            |  |
| CHW050                         | Community & Culture | <b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor                                | 18           |              |            |            | 18           | Amber      | Only likely to be partially achieved. Negotiations around new contract price are now finalised. Reduced contract price is now only being realised due to implementation of staffing structure delays |
| CHW06a                         | Housing             | Supporting People contract negotiation efficiency   | 10           |              |            |            | 10           | Green      | On track to achieve saving   |
| CHW26                          | Housing             | Reduction in training & other minor budgets following review of current usage and assessment of future budget requirements  | 34           |              |            |            | 34           | Green      | On track to achieve saving   |
| CHW27                          | Housing             | Additional salary recharges to the HRA to reflect work patterns   | 41           |              |            |            | 41           | Green      | On track to achieve saving   |
| CHW28                          | Housing             | Income from increased Charges for Bed & Breakfast / Private Sector Leasing accommodation. This is the 2015-16 estimated effect of an increase being implemented in 2014-15. | 175          |              |            |            | 175          | Green      | On track, however the saving will be completely offset by Bed & Breakfast and other homelessness expenditure overspends estimated at £2m to £2.5million in 2015-16.                                  |
| <b>Total Savings Community</b> |                     |   | <b>5,721</b> | <b>3,024</b> | <b>775</b> | <b>264</b> | <b>9,784</b> |            |  |
| <b>People</b>                  |                     |   |              |              |            |            |              |            |  |
| CHW01                          | CHW                 | Consolidate Transformation Team with other Council services   | 227          |              |            |            | 227          | Amber      | Teams consolidated with Business Support, review of postroom functions ongoing   |
| CHW02                          | CHW                 | Delete two Adults management posts and fund one by the Better Care Fund   | 102          |              |            |            | 102          | Blue       | 2 management posts deleted   |
| CHW05                          | Adults              | Protection of Social Care Services through the Department of Health Better Care Fund allocation   | 1,851        |              |            |            | 1,851        | Green      | Funding agreed and will be paid quarterly once s75 agreement between health & local authority signed. Plan to sign by end June so that part year funding is received by September.                   |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref   | Service Area  | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment   |
|-------|---------------|---|---------|---------|---------|---------|-------|------------|---|
|       |               |   | £000    | £000    | £000    | £000    | £000  |            |   |
| CHW06 | Adults        | Supporting People contract negotiation efficiency   | 290     |         |         |         | 290   | Green      | Contracts ended and renegotiated as planned   |
| CHW07 | Adults        | Recommissioning of in-house transport provision to support the most vulnerable service users. | 500     |         |         |         | 500   | Amber      | Routes ceased as planned. Further clarity required on balance of savings to fully deliver proposals   |
| CHW08 | Adults        | Additional income to be generated though MyCEP Commercialisation                              | 100     |         |         |         | 100   | Amber      | A number of council's have expressed interest in the product but commitment to purchase has been slow. Dialogue with other councils will continue |
| CHW09 | Adults        | Reduced funding following review of WLA programme   |         | 50      |         |         | 50    | Blue       | Future year saving  |
| CHW10 | Adults        | Review of In-house Residential Provision  | 250     |         |         |         | 250   | Green      | Vacant posts deleted and property handed back to landlord.  |
| CHW11 | Adults        | Review of voluntary sector funding  | 280     |         |         |         | 280   | Amber      | Ongoing discussions with the voluntary sector, particularly in relation to the procurement of the Care Act element of the service.                |
| CHW19 | Public Health | Reduction in discretionary Health Checks  | 187     |         |         |         | 187   | Green      | On track to be achieved   |
| CHW20 | Public Health | Efficiencies within Sexual Health & Family Planning Services                                  | 45      |         |         |         | 45    | Green      | On track to be achieved   |
| CHW21 | Public Health | Efficiencies within School Nursing Service  | 18      |         |         |         | 18    | Green      | On track to be achieved   |
| CHW22 | Public Health | Efficiencies within Harrow Drug & Alcohol (Young People & Adults) Services                    | 250     |         |         |         | 250   | Green      | On track to be achieved   |
| CHW23 | Public Health | Efficiencies within Smoking Cessation & Tobacco Control services                              | 41      |         |         |         | 41    | Green      | On track to be achieved   |
| CHW24 | Public Health | Reduce funding in Physical Activity Services (back - office change)                           | 60      |         |         |         | 60    | Green      | On track to be achieved   |
| CHW25 | Public Health | Reduce Sexual Planning & Family Planning Out of Borough Contingency Fund                      | 25      |         |         |         | 25    | Green      | On track to be achieved   |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref    | Service Area            | Headline Description re: saving / reduction  | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment   |
|--------|-------------------------|--|---------|---------|---------|---------|-------|------------|---|
|        |                         |  | £000    | £000    | £000    | £000    | £000  |            |   |
| C&F-01 | Commissioning & Schools | <b>Harrow Teacher's Centre</b><br>Centre closed July 2014 as part of site vacation to enable school expansion of Whitefriars Community School (funded by Targeted Basic Needs Programme) to proceed in Autumn 2014. Staff have already left or been redeployed and redundancy costs funded   | 231     |         |         |         | 231   | Blue       | Site closed July 2014. All staff have either been redeployed or made redundant. Redundancy costs accounted for and funded in 2014/15. |
| C&F-02 | Commissioning & Schools | <b>Contracts</b><br>Review Morning Lane contract by approx 16%   | 50      |         |         |         | 50    | Blue       | Contract reduced from £322k to £272k.   |
| C&F-04 | Commissioning & Schools | <b>Enhancing Achievement including Travellers Service</b><br>Seek further grant income for non-statutory support for key Narrowing the Gap pupil groups and vulnerable Traveller community. This service has generated approx £75k in external funding in 2013-14  | 30      |         |         |         | 30    | Green      | Grant income from GLA and John Lyon's generated to meet the saving in 2015/16.  |
| C&F-05 | Commissioning & Schools | <b>Capitalisation</b><br>Capitalise salary Education Professional Lead   | 90      |         |         |         | 90    | Blue       | To be recharged to the Schools Expansion Programme.   |
| C&F-06 | Cross Service           | <b>Review of management</b><br>Reduce number of Service Managers & Divisional Directors. This would reduce the service one divisional director and one service manager. Redundancy costs not included  | 205     |         |         |         | 205   | Blue       | Divisional Director (Early Intervention) and Service Manager (Childrens & Families) left the Authority in 2014/15.                    |
| C&F-08 | Cross Service           | <b>Private Finance Initiative</b><br>Transfer the funding of the Schools PFI "affordability gap" to Dedicated Schools Grant. This is subject to consultation with Schools Forum and Harrow Schools and subject to approval by the Department for Education as it involves adding an additional factor into the Harrow Schools Funding Formula. | 421     |         |         |         | 421   | Blue       | DSG funding added to the budget in 2015/16.   |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref                                   | Service Area               | Headline Description re: saving / reduction   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Total | RAG Status | Comment  |
|---------------------------------------|----------------------------|---|---------|---------|---------|---------|-------|------------|--|
|                                       |                            |   | £000    | £000    | £000    | £000    | £000  |            |  |
| C&F-10                                | Targeted Services          | <b>Recruitment of Foster Carers</b><br>Recruitment of an additional 13 in-house foster carers to reduce demand for external fostering agencies.   | 200     |         |         |         | 200   | Amber      | Current performance data indicates that the number of in-house foster carers is increasing. The position will be monitored monthly throughout the year alongside the Children's Placements forecasts.  |
| C&F-12                                | Early Intervention Service | <b>Early Years &amp; Early Intervention Services</b><br>Closure of 6 Children's Centres and reconfiguration of remaining 10 Children's Centres.   | 984     |         |         |         | 984   | Amber      | Residual employee costs relating to staff whose redundancies are set to take place in year, delays in closing sites and project management costs total around £173k. Full saving expected to be made in 2016/17. This pressure will be managed within the Children's & Families Directorate. |
| <b>Total savings People</b>           |                            |   | 6,437   | 50      | 0       | 0       | 6,487 |            |  |
| <b>Regeneration</b>                   |                            |   |         |         |         |         |       |            |  |
| E&E_36                                | Planning - Development Mgt | <b>Planning Fees:</b> following an increase in 2013, the government may increase the statutory planning fees at some point over the next four years                                       |         |         | 100     |         | 100   | Green      |  |
| E&E_41                                | Planning - Development Mgt | <b>'Free-go' planning applications following refusals:</b> significantly reduce 'free-go' applications through amendment of current 'no negotiation' policy on new planning applications. | 50      |         |         |         | 50    | Green      |  |
| <b>Total Savings Regeneration</b>     |                            |   | 50      | 0       | 100     | 0       | 150   |            |  |
| <b>Business Support</b>               |                            |   |         |         |         |         |       |            |  |
| CHW03                                 | CHW                        | Review of Business Support Services   | 90      |         |         |         | 90    | Amber      | Staff Savings currently not on target to be achieved   |
| BSS01                                 | Business Support           | Review of Business Support Services   | 730     |         |         |         | 730   | Amber      | Staff savings are not on track to be achieved within current structure. Central Scanning project is running late and is currently delayed pending our IT partner providing support, this will impact on savings.   |
| <b>Total Savings Business Support</b> |                            |   | 820     | 0       | 0       | 0       | 820   |            |  |

## MTFS Savings Tracker 2015/16 to 2018/19

| Ref                                   | Service Area     | Headline Description re: saving / reduction  | 2015/16       | 2016/17      | 2017/18      | 2018/19      | Total         | RAG Status | Comment  |
|---------------------------------------|------------------|--|---------------|--------------|--------------|--------------|---------------|------------|--|
|                                       |                  |  | £000          | £000         | £000         | £000         | £000          |            |  |
| <b>Pan Organisation</b>               |                  |  |               |              |              |              |               |            |  |
| <b>Savings</b>                        |                  |  |               |              |              |              |               |            |  |
| PO 01                                 | Pan Organisation | <b>Using the Market</b> - A package of saving proposals around total facilities management, supplier negotiations, revenue generation and consultancy have been identified which will provide better VFM to residents and reduce costs to the Council. |               | 220          |              |              | 220           | Amber      | Dependent on development of individual proposals |
| PO 02                                 | Pan Organisation | <b>Service Levels / Capital Programme</b> - Proposed savings on capital financing costs.   | 1,500         |              |              |              | 1,500         | Blue       | Achieved   |
| PO 03                                 | Pan Organisation | <b>Regeneration</b> - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.   | -             | -            | 350          | 2,000        | 2,350         | Amber      | Dependent on strategy implementation             |
| <b>Total Savings Pan Organisation</b> |                  |  | <b>1,500</b>  | <b>220</b>   | <b>350</b>   | <b>2,000</b> | <b>4,070</b>  |            |  |
| <b>Total All Directorates</b>         |                  |  | <b>18,720</b> | <b>5,059</b> | <b>2,877</b> | <b>3,609</b> | <b>30,265</b> |            |  |

### Key To Tracker

Note that all savings not achievable must be met by a replacement saving

|       |   |
|-------|---|
| Red   | Agreed saving not achievable                      |
| Amber | Saving only partially achieved or risks remaining |
| Green | Achievement of saving on track                    |
| Blue  | Achieved and banked                               |