oupital Frogramme	Original	15-16 Carry	_	Revised Budget	Outturn	Variance	•	Over / Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Resources									
BTP - Public Realms		1,251	134	1,385	12	-1,373	1,373	0	- 3- 37
Capital cost of transition and transformation of ICT service	8,300	0	-2,600	5,700	500	-5,200	2,206	-2.994	Projects that were originally scheduled for completion by Capita were delayed - this has resulted in a lot of projects slipping to 16/17 for the new partner to deliver. The underspend of £3m budget has been re-profiled into future years because it was front loaded into 15/16. The impact of non-delivery is the risk of running out date software which is no longer supported by the supplier which could in turn have impact on service and security.
Council Tax Support	0,000		2,000	0,7.00	38				n/a
ITO Transformation	0	2,119	0	2,119	1,612	-507	370	-137	SIP and Hardware refresh project that were originally scheduled for completion by Capita were delayed, together with some contingency budget will be slipped into 16/17. Underspend was as a result of reducing project scope. The impact of non-delivery is the risk of running out date software which is no longer supported by the supplier which could in turn have impact on service and security.
My Harrow Services									n/a
Account Dev Prog	0	74			62	-12		-4	Updating dating of EOL Hardware and Software originally scheduled for completion by Capita was delayed; this will now be slipped 16/17. Underspend relates to telephony project not deliver by Capita, a planned budget is available for this project in 16/17. The impact of non-delivery is the risk of running out date software which is no longer supported by the supplier which could in turn have impact on service and
IT Improvement Project SAP: Financial	0	300	0	300	0	-300	200	-100	security. Slippage of £172k has arisen because further work was
Leger/Systems Control	0	241	0	241	70	-171	172	1	paused following performance issues on SAP Business Warehouse.
BTP - Mobile & Flex	320	1,248	0	1,568	500	-1,068	1,068	0	Due to delays in delivery of SharePoint, budget is ben slipped into 2016/17 to cover off completion of rollout and potential development costs. Impact will be delay in service improvement.
BTP - Corporate Resources	0	20	0	20	19	-1			n/a
BTP Minor Projects	0	171			151	-20		-20	Project management cost not required as project was managed internally by existing team.

	Original Budget		in Q1-Q4	Revised Budget	Outturn	Variance		Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
SAP Minor Developments	0	31	0	31	32	1	0	0	n/a
ICT Infrastructure & Corporate Applications	0	374	0	374	303	-71	55	-16	Slippage for Metacompliance software which was not delivered due to Capita Delays.
IT Corporate System Refresh	0	1,033	0	1,033	204	-829	829	0	Civica upgrade, SAP Customer Relationship Management upgrade and OHMS Oracle upgrade projects originally scheduled for completion by Capita was delayed - this has resulted in a lot of project slipping to 16/17.
LAA Performance Reward Grant	0	124	0	124	0	-124	124	0	There has been no call on this budget this year.
BTP - Hardware Refresh West London Waste	0	263	0	263	114	-149	35	-114	Waste project has come in cheaper than expected and the scanning project has been outsourced rather than upgrade, the £35k spillage is to fund higher than estimated cost of Metacomplicance. No Impact on organisation or community. There has been slippage of £2.1m on the loan to West London Waste Authority due to delays in the progress of their investment programme. The impact on organisation is
Authority Loan	3,883	2,219	0	6,102	3,943	-2,159	2,159	0	the interest that could have been earned.
Small Schemes (Council wide)	0	310	-250	60	11	-49	49	0	This is an ad-hoc budget - £49k has not had any call on it this year. This budget will be slipped into next year There is no implication on either organisation or community.
IER Grant	0	18	0	18	18	0	0	0	n/a
Ongoing refresh & enhancement of ICT	2,000	0	0	2,000	132	-1,868	1,196	-672	Funding was provided for on-going ICT improvement. Capita delays moved the delivery of these projects into 16/17. Underspend was due to front loading of funds which are not re-aligned to 18/19.
FM Minor Work			500	500	0	-500	500	0	There was no project identified this year.
My Harrow Service Account					98	98		98	This project was approved in-year with no budget allocated, it was anticipated that Resources underspend will fund this project this year. There is no impact on organisation or community.
Resources Total	14,503	9,796	-2,216	22,083	7,819	-14,264	10,344	-3,921	
Regeneration Programme									

	Original Budget	15-16 Carry Forward	in Q1-Q4	Revised Budget	Outturn		Slippage to 2016-17	Over / Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Harrow Card	200		-100	100	74	-26	26	0	Harrow Deal went live during 15/16. Further improvements are being made to the online facility to install an email marketing tool to continue the promotion of Harrow deals. Due to the delay in obtaining the final quote from IT, this work will be completed in early 16/17.
Station Road Highway and Environmental Improvements	298			298	161	-137	137	0	The improvements works to the final parade on Station Road was delayed due to intrusive works required following an unknown stat identified when trail holes were dug. This project is partially funded by the GLA (High Street Fund), to which a carry forward request is made.
									Delay in master planning work at various sites led to
Regeneration Programme	250		1,100	1,350	662	-688	688	0	actual spend less than budget.
Haslam House Redevelopment	1,500		-750	750	239	-511	511	0	This PRS pilot scheme is a 2 year project. The cost of demolition was less than budgeted. Design work is ongoing, but the spend in 15/16 was less than that originally profiled for 15/16.
Wealdstone Site Scheme			1,525	1,525	0	-1,525	1,525	0	The budget was allocated for land assembly but the acquisition did not go ahead in 15/16.
Station Road Quarter			450	450	72	-378	378	0	The design team was successfully appointed during 15/16, and this element of work will continue into 16/17 as this is a 2 year contract.
Regeneration Total	2,248	0	2,225	4,473	1,208	-3,265	3,265	0	
Community									
Carbon Reduction									
Programme 2014/15	0	0	0	0	11	11	0	11	Please see below for explanation
Carbon Reduction Programme 2015/16	300	0	-134	166	227	61	0	61	Please see below for explanation
Carbon Reduction School			35	35	35	0		0	Please see below for explanation

Corporate Accommodation Corporate Accommodation Corporate Accommodation Corporate Accommodation Corporate Accommodation Maintenance 246		Original Budget	15-16 Carry Forward	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 2016-17	Over / Underspend	Reason for Variance
Please see below for explanation Please		£000	£000	£000	_	£000	£000	£000	£000	
Cemeteries	Public Realm Services –									
Camerast 1415 Camerast	Parks, Open Spaces &									Please see below for explanation
Maintenance Corporate Azo O 282 702 469 -233 O -233 O -233 Following the procurement of Total Facilities Management contract in early 2015, conditions survey was carried out or all corporate buildings which provided the basis for opirioritising capital budgets for Corporate Accommodation Reduction, Parks Infrastructure and High Priority Planned Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urgenneed for capital improvement to meet H&S requirements Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urgenneed for capital improvement to meet H&S requirements Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urgenneed for capital improvement to meet H&S requirements Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urgenneed for capital improvement to meet H&S requirements on the financial resource was targeted on the buildings which were in urgenneed for capital improvements to meet H&S requirements on the financial resource was targeted on the buildings which were in urgenneed for capital improvements on the financial resource was targeted on the buildings which were in urgenneed for capital improvements on the financial resource was targeted on the buildings which were in urgently and on the financial opportunities. Corporate Accommodation Agent and the financial resource was targeted on the buildings which were in urgently and on the financial resource and an experiment of the financial resource and financial resource and the financial resource and the financial resource and the financial resource and the financial resource a		990	0	545	1535	1,310	-225	0	-225	
Property 420 0 282 702 469 -233 0 -233										
Following the procurement of Total Facilities Management contract in early 2015, conditions survey was carried out or all corporate buildings which provided the basis for prioritising capital investment across corporate portfolio. The capital budgets for Corporate Accommodation, Carbon Reduction, Parks Infrastructure and High Priority Planned Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urge need for capital improvement to meet HAS requirements Maintenance early and/or would provide commercial opportunities. Corporate Accommodation Corporate	•									
Corporate Accommodation Corporate Accommodation Corporate Accommodation Corporate Accommodation Corporate Accommodation Maintenance 246	Property	420	0	282	702	469	-233	0	-233	
Cameras 14/15 0 0 9 9 90 90 90 0 0 0 0 0 0 0 0 0 0 0	Maintenance		0	0	246	737	491	0	491	prioritising capital investment across corporate portfolio. The capital budgets for Corporate Accommodation, Carbon Reduction, Parks Infrastructure and High Priority Planned Maintenance were pooled to ensure that the financial resource was targeted on the buildings which were in urgent need for capital improvement to meet H&S requirements
City Farm/Pinner Park Farm 0 538 0 538 24 -514 514 0 The project was put on hold under the instructions of the Farm 0 538 0 538 24 -514 514 0 Leader and Deputy Leader. The project was put on hold under the instructions of the Leader and Deputy Leader. Stammore Marsh flood defence work is a 2 year project and partially funded from Green Grid S106 funding. Other external funding (time limited) was utilised first to avoid any loss of grant. Harrow On Hill Station 2,000 0 -2,000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0	0	90	90	90	0	0	0	n/a
Stammore Marsh flood defence work is a 2 year project and partially funded from Green Grid S106 funding. Other external funding (time limited) was utilised first to avoid any loss of grant.	City Farm/Pinner Park									The project was put on hold under the instructions of the
Partially funded from Green Grid S106 funding. Other external funding (time limited) was utilised first to avoid any external funding (time limited) was utilised first to avoid any subject to avoi	Farm	0	538	0	538	24	-514	514	0	Leader and Deputy Leader.
Highway Drainage Improvements & Flood Defence Infrastructure 525 0 707 663 -44 0 -44 Highway Improvement Programme 5,500 0 2,220 7720 8,120 400 -419 -19 highway infrastructure thereby reducing revenue burden. Neighbourhood Investment Scheme 0 27 25 52 47 -5 0 -5 Parking Management Programme 300 0 300 307 7 0 7 Public realm Services – Waste and Recycling 1,190 0 -522 668 569 -99 16 -83 CA Site improvement works did not go ahead in 15/16.			350			387	-306	128	-178	partially funded from Green Grid S106 funding. Other external funding (time limited) was utilised first to avoid any
Improvements & Flood Defence Infrastructure 525 0 707 663 -44 0 -44		2,000	0	-2,000	0	0	0	0	0	
Highway Improvement				182						
Programme 5,500 0 2,220 7720 8,120 400 -419 -19 highway infrastructure thereby reducing revenue burden. Neighbourhood Investment Scheme 0 27 25 52 47 -5 0 -5 Parking Management Programme 300 0 300 307 7 0 7 Public realm Services – Waste and Recycling 1,190 0 -522 668 569 -99 16 -83 CA Site improvement works did not go ahead in 15/16.	Defence Infrastructure	525	0		707	663	-44	0	-44	
Neighbourhood Investment Scheme 0 27 25 52 47 -5 0 -5 n/a Parking Management Programme 300 0 300 307 7 0 7 n/a Public realm Services – Waste and Recycling 1,190 0 -522 668 569 -99 16 -83 CA Site improvement works did not go ahead in 15/16.										The highway programme was accelerated to improve
Investment Scheme	1 ~	5,500	0	2,220	7720	8,120	400	-419	-19	highway infrastructure thereby reducing revenue burden.
Programme 300 0 300 307 7 0 7 n/a Public realm Services – Waste and Recycling 1,190 0 -522 668 569 -99 16 -83 CA Site improvement works did not go ahead in 15/16.	Investment Scheme	0	27	25	52	47	-5	0	-5	n/a
Public realm Services – Waste and Recycling 1,190 0 -522 668 569 -99 16 -83 CA Site improvement works did not go ahead in 15/16.		300	0		300	307	7	0	7	n/a
				-522			-99	16	-83	CA Site improvement works did not go ahead in 15/16.
AGOODO TOGOO I OI OI OOI OOI OOI OO OO OO OO OO OO	Queens House	0					46			Extra cost in lifts improvement work was carried out.

	Original Budget	15-16 Carry Forward	in Q1-Q4	Revised Budget	Outturn		Slippage to 2016-17	Over / Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Section 106 Schemes	0	148	95	243	134	-109	105	-4	The S106 money is allocated specifically for highway projects for Camrose Avenue and Wealdstone CPZ, and the work has been programmed for early 2016/17.
Street Lighting Improvement Programme	1,500	0	1,500	3000	3,083	83	-83	0	The street lighting programme was accelerated to improve highway infrastructure thereby reducing revenue burden.
TfL Principal Roads	870	0	0	870	862	-8	0	-8	n/a
TfL Transport Capital	1,204	664	106	1974	1,791	-183	191	8	All commitments raised in 15/16 to be delivered in early 16/17, and the final funding claim for 15/16 schemes is in August 2016.
Town Centre Regeneration	0	7		7	0	-7	0	-7	n/a
Enviroment Total	15,388	1,734	2,479	19,601	18,967	-634	452	-182	
	0								
Disabled Facilities Grants	1,500	0	0	1,500	1,469	-31	31	0	Underspend due to delays in referrals from Occupational Therapists, carry forward requested to discharge statutory obligations of Council and assist in keeping vulnerable residents safe without recourse to more expensive care facilities.
Empty Properties & Private Sector Initiatives Grants	250	220	134	604	166	-438	391	-47	Lower than expected uptake in grants which are partly externally funded, grants encourage landlords to give Council nomination rights to alleviate homelessness costs, carry forward requested to assist in achievement of MTFS savings 2016-17 onwards
Green Deals Communities Funding	0	1,357	0	1,357	6	-1,351	0	-1,351	Abortive grant funded scheme, grant repaid, no impact on organisation or MTFS objectives
Improvement grant	70	0		70	10	-60	60	0	Discretionary Council funded grants to private residents with disabilities, carry forward requested to keep residents safe without recourse to more expensive care facilities.
Housing Property Purchase		0	7,500	7,500	1,193	-6,307	6,307	0	Delays in implementation of Council's commercialisation strategy resulting in few property acquisitions, carry forward requested to increase supply of temporary accommodation in 2016-17 onwards to alleviate increasing homelessness costs thereby assist in achievement of MTFS savings.
Renovation Grants	0	63	0	63	38	-25	25	0	Discretionary Council funded grants to private residents with disabilities, carry forward requested to keep residents safe without recourse to more expensive care facilities.

		Forward	in Q1-Q4	Revised Budget	Outturn		to 2016-17	Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
	1,820	1,640	7,634	11,094	2,882	-8,212	6,814	-1,398	
Headstone Manor	0	1,086	97	1,183	1,207	24	0	24	Project is now completed. Overspend is due to construction costs being greater than planned. However, this is only 2% of total spend, so this is a relatively minor underspend given the size of the project. The Barn will
Sec 106 Banister Sport Pitch	0	1,004	0	1,004	0	-1,004	1,004	0	S106 monies have not been received and development has yet to start, therefore project is delayed.
Leisure Centre Capital Infrastructure	300	0	0	300	129	-171	0	-171	This is due to implementation of open plus technologies. Nil impact as Leisure Centre and libraries are still serving the community as before.
Leisure Capital Investment						-66			This is due to implementation of open plus technologies. Nil impact as Leisure Centre and libraries are still serving the community as before.
Culture Total	300	2,253	0	2,553	1,336	-1,217	1,224	7	
Community and Culture Total	17,508	5,627	10,113	33,248	23,185	-10,063	8,490	-1,573	
People									
Adults Social Care- Framework-I & IT Integration	0	131	0	131	1	-130	130	0	Budget to be slipped into 2016/17 whilst a review of deliverables are asset development is reviewed. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
MOSAIC Implementation - Adults & Children's Services	0	606	0	606	0	-606	606	0	Budget to be slipped into 2016/17 whilst a review of deliverables are asset development is reviewed. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
Mental Health Supported Housing Repairs	0	44	0	44	31	-13	0	-12	n/a
Adults Personal Social Services - Community Capacity Grant	0	341							Budgets to be carried forward into 2016/17 whilst specific activities are planned. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.

	Original Budget	Forward	in Q1-Q4	Revised Budget	Outturn	Variance	to 2016-17	Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Capital Strategic Reviews	100	422	0	522	14	-508	508	0	Development of assets through the WLA has slipped - budget to be slipped into 2016/17. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this
Quality Outcome for People With Dementia	0	150	0	150	0	-150	150	0	Budgets to be carried forward into 2016/17 to provide funding for ongoing and future maintainance works. Nil impact on community as users of service are not impacted,
Reform Of Social Care Funding	575	225	0	800	0	-800	800	0	Budget to be slipped into 2016/17 whilst a review of deliverables of asset development is reviewed. Nil impact on community as users of service are not impacted, possible
Maintenance of Adults Properties	49	100	0	149	0	-149	149	0	Budget to be slipped into 2016/17 whilst a review of deliverables of asset development is reviewed. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
Integrated Health Model	500	142	0	642	220	-422	422	0	Development of integrated health and social care services are being established. Budget to be carried forward in full to support planned activities. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this Budgets to be carried forward into 2016/17 whilst specific
Carers Services Charges	100	100	0	200	0	-200	0	-200	activities are planned.Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
Market Shaping And Development	0	250	0	250	0	-250	250	0	Budgets to be carried forward into 2016/17 whilst specific activities are planned. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
Safeguarding Quality Assurance Quadrants (QAQ)	0	168	0	168		-168	168	0	Deployment of new IT solutions for reporting of social care information have slipped owing to delays in the delivery of the Mosaic Implementation Project. Monies to be slipped in order to support delievery in 2016/17. Nil impact on community as users of service are not impacted, possible revenue implications of not going ahead with project this year but this cannot be quantified.
	1,324	2,679	0	4,003	451	-3,552	3,340	-213	
Children & Families			0						

	. •			Revised Budget	Outturn	Variance		Over / Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Schools Expansion Programme - Phase 1		2,287	971	3258	3,072	-186	186	0	Work outstanding and in negotiation with contractor
Schools Expansion Programme - Phase 2	8,815	11,645	-953	19507	17,667	-1,840	1840	0	Buildings handed back to schools. Final accounts being negotiated
SEN Provision	4,758	2,905	589	8252	7,793	-459	459	0	Buildings handed back to schools. Final accounts being negotiated
Secondary Expansions	6,582	9,615	243	16440	15,712	-728	728	0	Buildings handed back to schools. Final accounts being negotiated
School Amalgamation		1,089			356				Rolling programme and work underway at amalgamating schools over 2015-16 and 2016-17
Bulge Classes		44			77	-217	217	0	Rolling programme
Free School Meals		157	0	157	151	-6	6	0	n/a
Schools Capital Maintenance	906	807	-100	1613	601	-1,012	1012	0	Proactive programme of maintenance to be informed by condition & measure surveys in 2016-17
Schools Expansion Programme Phase 3	9,780	300	0	10080	1,064	-9,016	9016	0	Planning applications for three of the school expansion projects were approved by Planning Committee in February 2016. The fourth project is on a slightly later timeline. However, the completion of these projects is still planned to be by Summer 2017.
Schools Expansion Programme Phase 4	420		0	420	0	-420	420	0	Currently uncommitted in light of the free school programme
Devolved Formula Non VA Schools	361	560	0	921	417	-504	504	0	Held by LA on behalf of schools
IT Development		848	0	848	49	-799	799	0	Contains multiple programmes including social worker "tools for the trade" underway and continuing into 2016-17
Whitmore School		36	0	36	1	-35	35	0	n/a
	31,622	30,293	1,000	62,915	46,960	-15,955	15,955	0	
PeopleTotal	32,946	32,972	1,000	66,918	47,411	-19,507	19,295	-213	
Total General Fund	67,205	48,395	11,122	126,722	79,623	-47,099	41,394	-5,707	
HRA									

		15-16 Carry Forward	in Q1-Q4	Revised Budget	Outturn		Slippage to 2016-17	Over / Underspend	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Housing Programme	21,656	1,707	-11,779	11,584	9,037	-2,547	2,547	0	Variation relates to unallocated budget, and underspends on internal and external works, carry forward requested to fund planned works in 2016-17 in line with Housing Asset Management Strategy.
Grange Farm Redevelopment			7,647	7,647	2,093	-5,554	5,554	0	Variation relates to delays in regeneration of Grange farms estate, carry forward requested to ensure regeneration scheme progresses
Affordable Housing	0	534	10,474	11,008	2,424	-8,584	8,584	0	Variation relates to Infill and Purchase & Repairs schemes, underspends requested to be carried forward in full to ensure scheme progresses into 2016-17.
Total HRA	21,656	2,241	6,342	30,239	13,554	-16,685	16,685	0	All HRA Capital schemes are funded through HRA capital resources, no impact on General Fund, slippage of schemes will result delays in major works and regeneration projects affecting Council tenants.
Total Council Capital P	88,861	50,636	17,464	156,961	93,177	-63,784	58,079	-5,707	