

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
<b>Resources &amp; Commercial</b>									
RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model	125	25	13		163	Amber	Research is being undertaken to establish whether this saving can be fully made.
RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings			107		107	Purple	Future Year saving, still in development
RES_SC03	Strategic Commissioning	Domestic Violence Budget Reduction Based on Alternative Funding		21	61		82	Purple	Future Year saving, still in development
RES_SC04	Strategic Commissioning	Proposed savings in Healthwatch Funding	13		50		63	Green	Saving for 2016/17 made.
RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	30	20	20		70	Amber	Income levels in 2015/16 would cover this additional income, and new income of £10k has already been developed for 2016/17.
RES_SC06	Strategic Commissioning	Commissioning Capacity in the Council	371	10	50		431	Amber	All staff savings have been delivered and integrated into budgets for 2016/17. The majority of this saving is achieved, with further work taking place to deliver the full saving by the end of the year.
RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development		140	110		250	Green	The project to deliver the shared HR&OD service is on track for go live by 1/4/17 and delivery of the savings.
RES_HR03	HR	Organisational Development - Review existing shared OD service provision		155			155	Purple	Formal notice of termination of the current IAA has been given to BCC in order that delivery of the savings can be guaranteed.
RES_F01	Finance & Assurance	Reduction in Contribution to Insurance Fund due to improved claims performance	200				200	Blue	Contribution reduction built into 16/17 budget
RES_F02	Finance & Assurance	Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)	180	595	625		1,400	Green	Harrow remains in the upper quartile for rates received on its short term treasury investments. This performance, and a review of borrowing required to support the capital programme, will achieve the 2016/17 savings.
RES03	Finance and Assurance	Review of the Finance structure 2015/16 and 2016/17 proposals	415				415	Amber	Team re-structure completed to delete 7fte. New structure in place from 01/05/16. 3 posts remain covered by agency staff and are currently being recruited to. Agency cover to back fill staff absence due to sickness is also creating a pressure. Estimated pressure in 2016/17 is £100k.

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
RES_F03b	Finance & Assurance	Audit and Fraud - staffing reductions	30	15			45	Blue	Corporate Fraud Investigator post deleted - £30k removed from budget therefore saving achieved
RES_F04	Finance & Assurance	Investment Portfolio		350	350		700	Purple	Future Year saving, still in development
RES_LG02	Legal & Governance	Committees		100			100	Purple	Future Year saving, still in development
RES_LG03	Legal & Governance	Shared Registrars Service	50				50	Amber	This proposal is still under development with Brent.
RES_LG04	Legal & Governance	Expansion of the Legal Practice 15/16 and 16/17 proposals	384	354	354		1,092	Blue	2016/17 savings achieved . Achievement of future savings will become clearer as the year progress.
RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements. 15/16 and 16/17 proposals	108	182	180	-	470	Amber	The savings for 2016/17 are deemed to be deliverable through vacancies being held. The withdrawal of Buckinghamshire CC from shared procurement proposals has made the savings target for 2017/18 more difficult to achieve and the shared seevice proposal needs to be re-presented to Brent's Cabinet. The methodology by which the savings will be delivered will not be certain until Brent have reapproved and a revised business case agreed.
RES_CS02	Customer Services and IT	Revenues and Benefits - Domestic and NNDR Site Review and Collection Rate			250		250	Purple	Future Year saving, still in development
RES_CS06	Customer Services and IT	Assumed savings from the completion of the roll out of universal credit and the opportunity this provides to simplify the CTS scheme			300		300	Purple	Future Year saving, still in development
RES_CS07	Customer Services and IT	IT Maintenance Savings	67				67	Blue	Savings already achieved
RES_CS09	Customer Services and IT	IT Contract. Reduced costs assuming reduction of 100 IT users across the Council	31				31	Blue	Savings already achieved
RES_CS10	Customer Services and IT	IT - reduce colour printing across the organisation by 50%	50				50	Blue	Savings already achieved

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
RES_CS12	Customer Services and IT	Customer Services - review Helpline charging and commercialisation	65				65	Green	New schemes are being taken on increase revenue An inter-authority agreement is in process with Brent to supply the Helpline service A bid for funding is to be made to the commercial board to increase revenue streams through greater use of technology
RES_CS15	Customer Services and IT	Capital financing savings from IT contract being less than in the capital programme	260				260	Blue	Achieved
BSS 01	BSS	<b>Business Support Review.</b>	649	352	320		1,321	Amber	Saving will be partly achieve this year
RES16	Strategic Commissioning	Retender of the Communications Service to take account of reductions in spend phased in the following way: 2016/17 - 10% reduction, 2017/18 - 10% reduction. <b>15/16 MTFS</b>	57	57			114	Blue	2016/17 savings achieved . Achivement of future savings will become clearer as the year progress.
RES21	Directorate Wide	Management Savings <b>15/16 MTFS</b>	150				150	Blue	Savings on track to be achieved.
RES25	Customer Services & IT	Procurement savings across the contracts managed within the division. <b>15/16 MTFS</b>	949				949	Blue	Savings achieved.
RESG01	Customer Services & IT	<b>Welfare Reform contingency utilisation-</b> 6FTE Revenues and benefits £215k - reversal of one off growth <b>15/16 MTFS</b>	215				215	Blue	Savings achieved - Temporary staff contract terminated
RES082	Collections and Benefits	Revenues Staffing Reductions <b>14/15 MTFS</b>	40				40	Blue	Achieved and monies already taken from budget as at 1/4/2016
RES083	Collections and Benefits	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. <b>14/15 MTFS</b>	125				125	Blue	Achieved and monies already taken from budget as at 1/4/2016
			<b>4,564</b>	<b>2,376</b>	<b>2,790</b>	<b>-</b>	<b>9,730</b>		
<b>Children &amp; Families</b>									
PC01	Education & Commissioning	<b>Schools Strategy</b> Education & Professional Lead - Early Years. Change funding to maximise use of grants	91				91	Blue	Achieved
PC02	Education & Commissioning	<b>Capital Team</b> Delete Senior Professional after postholder retires £73k and increase capitalisation £70k Post vacant	143				143	Blue	Post Holder retired September 2015 and the 2016-17 budgeted establishment has been adjusted to reflect the saving. Capitalisation built into the capital programme.
PC03	Special Educational Needs	<b>Residential School Placements</b> Maximise use of grants	500				500	Blue	Funding streams adjusted and 2016-17 budget reduced to reflect saving.
PC04	Special Educational Needs	<b>Educational Psychology</b> Income generation	50				50	Blue	Achieved

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
PC05	Children & Young People	<b>The Firs</b> Selling bed spaces, providing training to other LAs, renting out rooms/garden for activities	52				52	Green	To be achieved through a combination of income generation and efficiencies
PC06	Children & Young People	<b>Children's Placements - Care Leavers</b> Efficiencies in procurement	200				200	Amber	To be achieved through increasing the number of housing benefit claimants, moving young people into independent living at an earlier stage and improved contractual and commissioning arrangements to drive down costs. Demand and complexity, particularly in relation to gangs and exploitations, continues to increase and this may mean that savings are offset by pressures from demand. This will be closely monitored throughout the year
PC07	Children & Young People	<b>Children's Placements - Looked After Children</b> Negotiate price reductions and review packages of support	500				500	Amber	Robust monitoring and regular review of high cost placements at panels chaired by Divisional Director. Improved contractual and commissioning arrangements to drive down costs. Improved care planning so children and young people can be moved from expensive residential placements in a more timely manner. Demand and complexity continues, particularly in relation to gangs and exploitation, to increase and this may mean that savings are offset by pressures from demand. This will be closely monitored throughout the year
PC08	Children & Young People	<b>Emergency Duty Team</b> Full cost recovery	50				50	Green	Full cost recovery from Barnet in progress (awaiting contract sign off). Increased the core contract value to reflect actual costs.
PC12	Children & Young People	<b>Review of posts in Quality Assurance &amp; Improvement Service</b>			223		223	Purple	Future Year saving, still in development
PC13	Children & Young People	<b>Early Intervention &amp; Youth Development</b> Integration and restructure of childrens centres, early intervention and youth development service	416	266			682	Amber	The new EIS model redesign has been costed is on target to meet the required saving. Target implementation date 01/10/16 likely to slip to 15/11/16. Further obstacles to achieving this could potentially be challenges posed within the HR/Consultation process in respect of deleted posts, redundancies, etc. In addition, the final proposed model is subject to Cabinet approval in July. Total saving £682k spread over 2 financial years. Currently reviewing options to close in year gap if implantation is delayed
PC14	Children & Young People	<b>Review of Adoption Contract</b>			86		86	Purple	Future Year saving, still in development
PC15	Children & Young People	<b>Review of posts in MASH</b>			100		100	Purple	Future Year saving, still in development
PC16	Children & Young People	<b>Review of posts in Family Information Service</b>			61		61	Purple	Future Year saving, still in development
PC17	Children & Young People	<b>Review of posts in Access to Resources</b>			57		57	Purple	Future Year saving, still in development
PC19	Children & Young People	<b>Review of Leaving Care, Children Looked After &amp; Unaccompanied Asylum Seeking Children Teams</b>			173		173	Purple	Future Year saving, still in development
PC20	Education & Commissioning	<b>Commissioning</b> Reduction by 2.6FTE vacant posts	184				184	Blue	2.6FTE post holders left in 2015. 2016-17 budgeted establishment adjusted to reflect the savings

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
PC21	Education & Commissioning	<b>Governor Services</b> Governor Support Officer post	44				44	Blue	Post holder left March 2016. 2016-17 budgeted establishment adjusted to reflect the savings.
PC22	Education & Commissioning	<b>Schools Strategy</b> Non staffing budgets	35				35	Blue	2016-17 budgets adjusted to reflect saving
PC23	Education & Commissioning	<b>Harrow School Improvement Partnership</b> HSIP Full Cost recovery including Support Service Costs	130				130	Blue	HSIP Board notified and 2016-17 budgets adjusted to reflect saving
PC24	Education & Commissioning	<b>Enhancing Achievement within Education Strategy</b> Post should be 75% funded by grant management fees from April 2016, post holder redundant from August 2016	61	8			69	Blue	Post holder leaves August 2016. 2016-17 budget establishment adjusted to reflect the savings
PC25	Contracts	<b>Review of Young Carers Contract</b> Contractual efficiencies	20				20	Blue	New contract arrangements commenced Sept 15. 2016-17 budgets adjusted to reflect saving
PC28	Cross Service	<b>Non-pay inflation</b>	150	150	150	150	600	Blue	Funding retained centrally and therefore not included in 2016-17 budgets
PC29	Management	<b>Review of Management</b>	449				449	Blue	Posts deleted, post holders left and 2016-17 budgeted establishments adjusted to reflect the savings
PC31	Special Needs Service	<b>Children with Disabilities</b> Efficiencies as service seeks to merge with adults	50				50	Blue	The CWD service has been merged with the adults with disability service to create a 0-25 children & young people with disabilities service. Part of this restructure has deleted one vacant senior social worker post
PC32	Special Needs Service	<b>Educational Psychology</b> Income generation	50				50	Amber	Service under review and saving anticipated to be achieved
PC33	Special Needs Service	<b>Review of Special Educational Needs Transport</b>	257	257			514	Amber	A draft SEN transport policy will be ready for consultation with schools and parent/carers by June and completion expected before schools break in July. A Cabinet report will be prepared for September/October. Significant risks to saving being achieved - service needs to ensure complies with statutory minimum
PC36	Children & Young People	<b>Review of posts in Quality Assurance &amp; Service Improvement</b>			248		248	Purple	Future Year saving, still in development
PC38	Children & Young People	<b>Review of Children Looked After &amp; Placements Service</b>			1,000		1,000	Purple	Future Year saving, still in development
PC39	Education & Commissioning	<b>Education Strategy &amp; Capital</b> Capitalise 2fte	137				137	Blue	Capitalisation built into capital programme
PC42	Special Needs Service	<b>Review of Special Needs Service</b>			1,164		1,164	Purple	Future Year saving, still in development
			<b>3,569</b>	<b>681</b>	<b>3,262</b>	<b>150</b>	<b>7,662</b>		
<b>Adults</b>									
PA_1	Adults	<b>Supporting People</b> - renegotiation of existing statutory contracts	150				150	Green	On track to be delivered

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
PA_2	Adults	<b>Supporting People</b> - review of provision Care Act eligible service users ( Bridge / Wiseworks Day Service), and consideration of alternative provision for non eligible service users	276				276	Red	Following consultation Members have decided that the contract at the Bridge will not cease. 2016/17 financial implications have been addressed through the 2015/16 Revenue Outturn position. Future years funding will need to be addressed as part of the budget setting process.
PA_3	Adults	<b>Wiseworks</b> - commercialisation opportunities and to be self financing by end of MTFS period	50	69	56		175	Green	On track to be delivered
PA_4	Adults	<b>Milmans</b> Community tender		175	184		359	Purple	Future year saving in development
PA_5	Adults	<b>New Bentley [formerly Byron NRC]</b> Community Tender		446			446	Purple	Future year saving in development
PA_6A	Adults	<b>Vaughan NRC</b> - service review to identify efficiencies in supporting the most complex		100			100	Purple	Future year saving in development
PA_7	Adults	<b>Kenmore NRC</b> - Community Tender	609				609	Red	Community Model being taken forward, and risk of a significantly reduced saving.
PA_9	Adults	<b>Sancroft</b> - contract management and service renegotiation	166	334			500	Green	On track to be delivered
PA_10A	Adults	<b>Transport</b> - review transport provision	200	200	350		750	Amber	Delay in cessation of routes, small risk of under achievement to be mitigated through ASC
PA_11A	Adults	<b>MOW/Catering Service</b> - review of service		65			65	Purple	Future year saving in development
PA_12	Adults	<b>Southdown</b> - review service through shared lives	139				139	Amber	Slight delay in transitioning to new settings to be mitigated through ASC budget
PA_13	Adults	<b>Weldon/Harrow View</b> - review service through shared lives	106				106	Amber	Slight delay in transitioning to new settings to be mitigated through ASC budget
PA_14	Adults	<b>Shared Lives</b> - commercialisation through selling model to neighbouring boroughs	50	150			200	Green	On track to be delivered
PA_15	Adults	<b>Bedford House / Roxborough Park</b> - review provision within Bedford House	150	650			800	Amber	Delays in building redesign may require mitigation through ASC budget
PA_16	Adults	<b>7 Kenton Road</b> - review provision through supporting living and shared lives		228			228	Purple	Future year saving in development
PA_17	Adults	<b>Hospital / STARRS Discharge</b> - social care assessments through reablement in line with Care Act guidance	70				70	Green	On target to be achieved
PA_19	Adults	<b>Reduce Commissioning Team</b> - restructure to reduce the team by 2FTE	150				150	Amber	Further restructure proposals in progress to deliver ongoing annual saving.
PA_20	Adults	<b>Demography</b> - reduce remaining MTFS annual demographic growth provision to the Adult Social Care purchasing budget in 2016/17	1,000				1,000	Amber	The underlying pressures within ASC from 2015/16 together with the potential impact of the National Living Wage, delivery of MTFS including the reduction in demography indicates that this year will be more financially challenged than in recent years, with an overspend predicted.

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
PA_21	Adults	CHW Senior Management Restructure - savings from senior management restructure following consultation	261				261	Blue	Delivered budget reduced
PA_25	Adults	Maintenance team - services provided within existing staffing resources	165				165	Blue	Delivered budget reduced
PA_26	Adults	My Community ePurse - commercialisation of My Community ePurse		1,000	600		1,600	Purple	Future year saving in development. Procurement of commercial partner in progress. Competitive dialogue will indicate ability to deliver savings.
PA_27	Adults	Our Community ePurse - explore new commercialisation opportunities		998	1,250		2,248	Purple	Future year saving in development. Procurement of commercial partner in progress. Competitive dialogue will indicate ability to deliver savings.
PA_28	Adults	Community Wrap - explore new commercialisation opportunities			640		640	Purple	Future year saving in development
PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities			2250		2,250	Purple	Future year saving in development. Procurement of commercial partner in progress. Competitive dialogue will indicate ability to deliver savings.
CHW09	Adults	Reduced funding following review of WLA programme 2015/16 MTFS	50				50	Blue	Delivered budget reduced
		<b>Total</b>	<b>3,592</b>	<b>4,415</b>	<b>5,330</b>	<b>-</b>	<b>13,337</b>		
<b>Public Health</b>									
PH_1	PH	Health Checks - reduction in activity	100				100	Amber	Consultation responses supported reduction in health checks activity. This has been incorporated in the final EQIA.
PH_2	PH	Sexual Health - reduction of activity in projects & non contracted activity 16-17.	153				153	Blue	Delivered, budget reduced
PH_3	PH	Sexual Health - consolidation of activity within new contract efficiency 17-18		105			105	Purple	Pan London collaborative commissioning has delivered savings, however the current Contraceptive and Sexual Health services block contract is over delivering. This is likely to result in increased cost post reprocurement.
PH_4	PH	Tobacco Control & Smoking Cessation - reduction in promotional activities	20				20	Blue	Delivered, budget reduced
PH_5	PH	Tobacco Control & Smoking Cessation - reduction of service		279			279	Purple	On target to be delivered following consultation to cease the service.
PH_6	PH	Physical Activity - reduction of service	76				76	Blue	Consultation did not support cessation of the programme, comments incorporated in the final EQIA. Contracts have not been renewed.
PH_7	PH	Young Peoples Public Health - reduction of Schools Programme	100				100	Blue	Consultation did not support cessation of the programme and comments incorporated in the final EQIA. The programme was, however, for a fixed term.
PH_9	PH	Health intelligence & Knowledge - reduction in staff costs		48			48	Blue	On target to be delivered
PH_10	PH	Staffing & Support - reduction in budget & deletion of additional procurement support	54	30			84	Blue	Procurement costs reduced 2016/17 and on target to be delivered 2017/18
PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)			1,500		1,500	Purple	Targetted reduction to be considered in consultation with contracted provider
PH_12	PH	Reduction to service - staffing reductions	41		795		836	Green	On target to be delivered 16/17, Future year saving in development
			<b>544</b>	<b>462</b>	<b>2,295</b>	<b>-</b>	<b>3,301</b>		

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
<b>Community</b>									
CE_1	ESD - Public Protection	Cessation of subsidy to Metropolitan Police	158				158	Blue	Achieved. Agreement with Met Police already terminated.
CE_2	Commissioning Services	<b>Highways Services</b> - Efficiencies in advance of the retendering of the Highways Contract (restructure Traffic to delete 2 engineer posts). Early approval in July 15 required in order to commence staff consultation and selection process. Part year saving from December 15 onwards.	80				80	Blue	Completed.
CE_3	Commissioning Services	<b>Mortuary Services</b> - Reduction in costs as a result of Barnet joining the partnership with Brent.	14				14	Blue	Completed in 15-16.
CE_4	Commissioning Services	<b>Staff efficiencies in Parking and Network Teams</b> - deletion of Parking Manager post and reduction in team leaders and inspectors. This management saving relates to the deletion of parking manager post. The post has been vacant since April 15 and therefore full year saving can be achieved in 15/16.	75				75	Blue	Completed in 15-16.
CE_5	Directorate Wide	<b>Reduction of supplies &amp; services budget</b>	100	50	50		200	Blue	Achieved
CE_7	ESD - Waste Services	<b>Alternative funding for recycling officer post</b> - post to be commercially funded or deleted.	29				29	Blue	Achieved. One post transferred to Trade Waste and the cost being funded by additional trade waste income.
CE_8	ESD - Technical Services	<b>Staff efficiency once Towards Excellence fully embedded</b> - Deletion of 2 posts.		34	34		68	Green	This will be achieved as part of division-wide restructure taking place during 16/17.
CE_9	ESD - Public Protection	<b>Efficiencies arising from Selective Licensing</b> - Through full cost recovery and reduction in failure demand. Net income.	200	35			235	Green	Delivery plan in place
CE_10.1	ESD - Management	<b>Management savings</b> Savings on <b>team leader posts</b> across the Environmental Service Delivery division.	86				86	Green	This will be achieved as part of division-wide restructure taking place during 16/17. Commercial activities within the division (e.g. grounds maintenance service under Project Phoenix) will ensure that full saving is met in 16/17.
CE_10.2	ESD - Management	<b>Management savings</b> Savings on a <b>management post</b> across the Environmental Service Delivery division.		75			75	Green	This will be achieved as part of division-wide restructure taking place during 16/17.
CE_12	Commissioning Services	<b>Project Phoenix</b> - Commercialisation projects	115	-	1,525		1,640	Green	The implementation of busines cases approved to date will achieve the overall 3-year targets.
CE_13	ESD - Harrow Pride	<b>Contract savings</b> Roll out the successful trial of wider parks bins provision and move to a fully in house dog waste collection service.	35				35	Blue	Contract with SDK already terminated.

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
CE_14	Commissioning Services	<b>Highways Services</b> - revenue savings on utilities and maintenance costs due to acceleration of the Street Lighting replacement programme and extension of the variable lighting regime.	70	10			80	Green	Accelerated capital investment reduces revenue costs.
CE_15	Commissioning Services	<b>Highways Services</b> - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.	60	20	20		100	Green	Accelerated capital investment reduces revenue costs.
CE_16	Commissioning Services	<b>Staff efficiencies in Parking and Network Teams</b> - reduction in team leader and inspector posts.  Staff consultation completed in June 15. The reduction in posts will be phased over the next 2 years to ensure minimal impact on service level.	75	80	20		175	Green	Restructure completed.
CE_17	Commissioning Services	<b>General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management)</b> - including capitalisation of senior contracts officer post, removal of some supplies & services budget	12	9	80		101	Green	16/17 target achieved by reducing Supplies & Services budget
CE_18	Commissioning Services	<b>Income Generation</b> - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools	46	20	20		86	Green	On track. Additional schools buy-back as part of SLA renewal.
CE_19	Commissioning Services	<b>Road safety officer post</b> - externally funded by Transport for London (TfL)		40			40	Purple	To include this salary recharges in the funding bid to TfL on road safety activities.
CE_20	Commissioning Services	<b>Further contract efficiencies following the re-procurement of Facilities Management contract.</b>		80			80	Purple	To secure reduced costs through gain share mechanism on commercial opportunities.
CE_21	NIS	<b>Neighbourhood Investment Scheme (NIS)</b> - a base budget of £210K is available for all 21 wards. A one-off saving has been offered as part of the early year saving. It is now proposed that the full budget is removed from 16/17 onwards.			210		210	Green	This saving will be achieved
CE_22.1	ESD - Environmental Health	<b>Environmental Health team</b> - Introduction of Street Trading, Fixed Penalty receipts and other internal efficiencies	210				210	Green	Delivery plan in place
CE_22.2	ESD - Environmental Health	<b>Environmental Health team</b> - Introduction of Street Trading, Fixed Penalty receipts and other internal efficiencies	30				30	Green	On track
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. <b>15/16 MTFS</b>	40	40			80	Green	Additional Proceeds of Crime Act income anticipated, therefore reducing the overall SLA costs to Brent.
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. <b>15/16 MTFS</b>	64				64	Blue	SCP service included in the 16/17 School SLA pack. 12 schools have bought into the service generating £56k income.
E&E_05	Commissioning Services - Contract Mgt & Policy	<b>Staff Efficiencies across the Division</b> - Deletion of 3 posts 15/16 MTFS		86			86	Green	1 post has been deleted in 15-16 and the deletion of the other 2 posts is a 17/18 saving, for which a plan will be provided.

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
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. <b>15/16 MTFS</b>	44	44	22		110	Green	Head of FM post deleted, and work being covered by Head of Business & Commercial.
E&E_07	Commissioning Services - Facilities Mgt	Introduction of staff car parking charges. <b>15/16 MTFS</b>	30	-	-		30	Green	On track.
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. <b>15/16 MTFS</b>	84	45			129	Green	This is being achieved through changes in response times and accelerated capital investment which reduces the need for responsive repairs.
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). <b>15/16 MTFS</b>		120	120		240	Purple	To be incorporated into contract re-negotiation by securing savings through contract extension. Alternatively, reducing staff.
E&E_10	Commissioning Services - Highways	<b>Review salary capitalisation of highway programme &amp; TfL funded projects.</b> <b>15/16 MTFS</b>	100	50	50		200	Green	On track for 16-17, however increasing this level of capitalisation is now extremely difficult. Making efficiencies from reviewing the highways contract and outsourcing some design work could reduce staff numbers further and therefore the proportion of staff time working on capital will reduce. The balance between staff reductions and salary capitalisation needs careful consideration.
E&E_11	Commissioning Services - Network Mgt	<b>Additional income</b> - from street works. <b>15/16 MTFS</b>	20	10			30	Green	On track.
E&E_12	Commissioning Services - Street Lighting	<b>Changes in Street Lighting Policy to include variable lighting solutions.</b> <b>15/16 MTFS</b>	68	10	12		90	Green	Additional capital budget agreed to implement CMS dimming solution. Agreed policy for dimming is up to 50%. Currently doing 66%, so further dimming within the parameters is possible thereby generating energy savings.
E&E_13	Commissioning Services - Street Lighting and Drainage	<b>Street lighting and Drainage budgets</b> - capital investment allows for lower maintenance costs. <b>15/16 MTFS</b>	25	40			65	Green	Accelerated capital investment reduces revenue costs for Street Lighting..
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. <b>15/16 MTFS</b>	20		10		30	Green	This element of the contract is being renegotiated now with a view to implementing changes for the coming winter season

## MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
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. <b>15/16 MTFS</b>		30	50		80	Purple	Plan to be developed to ensure that savings in 17/18 and 18/19 will be met.
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. <b>15/16 MTFS</b>	200	200			400	Amber	16/17 target is planned to be met from TFM contract, subject to the demand on responsive works.
E&E_26	Environmental Services - Harrow Pride	<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 One-off vehicle early termination cost (2 tippers) is estimated at £23K. <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. <b>15/16 MTFS</b>	23				23	Blue	Saving already achieved during 15/16.
E&E_27	Environmental Services - Harrow Pride	<b>Highways verge grass cutting, moving from a three weekly to a six weekly cycle.</b> Reduce quality of service from 1st April 2015. One-off vehicle de-hire cost (1 tipper) is estimated at £11K. <b>15/16 MTFS</b>	11				11	Blue	Saving already achieved during 15/16.

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	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). <b>2015/16 MTFS</b></p>	1,711				1,711	Amber	Revised service offer, charging regime and actual participation rate suggest a net saving in the region of £1m. The difference is being mitigated by a one-off saving on waste disposal costs as part of WLWA levy arrangements for 16/17.
		<b>Sub Total</b>	3,835	1,128	2,223	-	7,186		
CC_1	Community & Culture	<b>Senior Management Restructure</b> - Deletion of Divisional Director Community & Culture post	137				137	Blue	Achieved. Post deleted as part of senior management restructure.
CC_2	Community & Culture	<b>Library Strategy Phase 2 - delivery of</b> network of libraries and library regeneration	180	108	209		497	Amber	16/17 saving is fully met. 17/18 and 18/19 savings - a delay in the timetable for the new Town Centre library means that the full MTFS saving in 2018/19 is currently unlikely to be achieved. Alternative savings / mitigations are being formulated.
CC_3	Community & Culture	<b>Reduction in library and leisure contract management function costs</b>	40				40	Blue	Saving made from a reduction in maintenance budget.
CC_4	Community & Culture	<b>Arts &amp; Heritage</b> - delivery of business plan (reallocation of savings based on Cabinet report May 2015)	(342)	282			(60)	Amber	The delay in the transfer of arts & heritage service to Cultura leads to some net one-off costs (net of any income prior to transfer date) to the Council in 16/17.
CHW12	Community & Culture	Redevelopment Harrow Leisure Centre Site <b>15/16 MTFS</b>		100			100	Amber	A decision regarding a new leisure centre or refurbishment of the existing leisure centre has yet to be made.  Saving in 17/18 and 18/19 may be mitigated by a one-off income from the importation of environmentally approved soil to Bannister Sports Centre (proposal being assessed to ascertain viability).

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
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) . <b>15/16 MTFS</b>	515				515	Amber	The delay in the transfer of arts & heritage service to Cultura leads to some net one-off costs (net of any income prior to transfer date) to the Council in 16/17.
		<b>Sub Total Cultural Services</b>	530	490	209	-	1,229		
CH_1	HGF	<b>Salaries recharges to HRA and capital</b> - increase proportion of salaries charged to HRA and capital projects to reflect current working arrangements	163				163	Green	On track
CH_2	HGF	<b>Supporting People</b> - savings assumed to result from contract renegotiation or possible cessation of support in later years	68				68	Amber	Possibility savings may not be entirely delivered due to higher than anticipated DV contract costs and an under accrual from 2015-16
CH_3	HGF	<b>Supporting People</b> - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation	10	25			35	Green	On track
CH_4	HGF	<b>Supporting People - Sheltered Housing floating support</b> - savings assumed to result from contract renegotiation or review of service delivery		60			60	Green	On track
CH_5	HGF	<b>Miscellaneous minor budgets</b> - minor budget savings	10				10	Blue	Achieved
CH_7	HGF	<b>Watkins House</b> - Options review	(25)	100	100		175	Amber	It is not clear whether this is now deliverable in the light of the additional short term cost of managing the scheme to achieve compliance. Future costs of care provision are being assessed
CH_8	HGF	<b>Private lettings agency</b> - projected income from establishing a lettings agency		130	174	120	424	Purple	The Private Lettings Agency has now been established and has commenced operation. It is still developing as a business, and there is a possibility that the savings may not be entirely delivered due to combination of delay in becoming operational and increased costs from those originally assumed.
CH_9	HGF	<b>Property purchase initiative</b> - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.	230	31	(2)	42	301	Amber	Not likely to deliver the required level of savings in 2016/17 as a result of delays in the purchase process and a shortage of suitable properties within the Borough, but the shortfall is likely to be met from accelerating CH_10. More properties which meet the financial criteria are now being purchased out of borough.
CH_10	HGF	<b>Home Improvement Agency</b> - savings arising from a combination of reducing the service and increasing the charge to the HRA in respect of the Occupational Therapist service	(10)	130			120	Amber	Acceleration of this proposal is possible and will cover the majority, if not all, of any shortfall in income arising from CH_9 in 2016/17
CH_11	HGF	<b>Salary recharges to HRA</b> - management charge in respect of HRA property used as Temporary Accommodation - cost to HRA covered by property service charges. Charge will cease when HRA property ceases to be used as TA, and savings will be required to replace this item at that point.	104				104	Green	Achieved, and early savings delivered in 2015/16

# MTFS Tracker Savings Tracker

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
CHW18	HGF	CHW Management savings -1 fte in Housing 2016/17, <b>15/16 MTFS</b>	59				59	Amber	This will not be achieved, but will be replaced by proposals to charge a proportion of the Corporate Director Community's salary to the HRA, and increasing the proportion of the Director of Housing's salary charged to the HRA to reflect current patterns of work. Amber given uncertainty around costs.
<b>Housing subtotal</b>			609	476	272	162	1,519		
<b>Community subtotal</b>			4,974	2,094	2,704	162	9,934		
<b>Regeneration</b>									
REG_1	Regeneration and Planning	<b>Increase in planning income</b> - more planning applications are anticipated in coming years following the successful Housing Zone bid and the implementation of regeneration strategy.	50				50	Green	On track.
REG_3	Regeneration and Planning	<b>Additional income from Development Management and Building Control services</b> - develop and provide party wall agreement and plan drawing service.	30				30	Amber	Details of new service offers are being drawn up. There may be a delay of implementing this due to resource constraints, however this will be mitigated by additional building control income anticipated following the review of current fees & charges in Q1 (subject to PH & DoF approval).
REG_4	Regeneration and Planning	<b>Reduction of supplies &amp; services budget in Planning Division</b>	10				10	Blue	Achieved.
REG_6	Economic Development	<b>Commercialisation of work space, subject to agreement with St Edwards</b> (income net of running costs)		50			50	Green	On track of delivering 17/18 saving. On-going negotiations with St Edward to finalise the commercial deal.
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. <b>2015/16 MTFS.</b>		100			100	Amber	DCLG undertook a public consultation recently to seek views on the proposed approach to implementing the planning provisions in the Housing and Planning Bill, and this covered the area of changes to planning application fees. Responses are awaited. It is currently uncertain if there will be a national increase in fees, and if so, when this will be implemented.
			90	150	-	-	240		
<b>Pan Organisation</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. <b>2015/16 MTFS</b>	220				220	Amber	A number of projects are in the pipeline to deliver this saving but at this stage it is felt that some may slip into 2017/18 and therefore will not all be delivered for 2016/17.
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. <b>2015/16 MTFS</b>	-	350	2,000		2,350	Purple	Future Year saving, still in development
PO 04	Pan Organisation	Additional Commercialisation savings from projects in the pipeline		1,100			1,100	Purple	Future Year saving, still in development

## ***MTFS Tracker Savings Tracker***

Unique Reference No.	Specific Service Area	Description	2016/17	2017/18	2018/19	2019/20	Total	RAG Rating	Comment
			£000	£000	£000	£000	£000		
<b>Total savings</b>			220	1,450	2,000	-	3,670		
<b>Total Savings</b>			17,553	11,628	18,381	312	47,874		