

# 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	Red	Work continues to be undertaken to establish whether this saving can be achieved and is sustainable into 2017/18 as income targets will increase in this year. To date the underachievement is being covered through the Resources and Commercial Directorate underspend position
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	2016/17 Savings target achieved
RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	30	20	20		70	Green	2016/17 Savings target achieved
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.  Around £87k of the 2016/17 target is at risk. There are plans to mitigate this by looking to underspend in other parts of the Division.
RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development		140	110		250	Green	The shared HR Service went live on 1 August 16 and all the MTFS savings are built in to the fees and charges for the shared Service. There is sufficient budget provision to meet the service charges for 16/17 and the implementation costs.
RES_HR03	HR	Organisational Development - Review existing shared OD service provision		155			155	Purple	The OD Service has been subsumed within the new shared HR Service and the MTFS savings built in to the fees and charges.
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. Savings achieved

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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. Although performance remains high, a lower level of balances means that investment income will not increase significantly, however a review of borrowing to support the Capital Programme 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.
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. There is no plan or political support to deliver these savings.
RES_LG03	Legal & Governance	Shared Registrars Service	50				50	Amber	Reports to effect a shared registrars service with Brent are scheduled for both Council's and Cabinets in the Autumn. This plan has now been abandon.
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 delay to the establishment of the Procurement Shared Service by the withdrawal of Bucks has made the delivery of savings for 2016/17 difficult but everything is being done to ensure delivery. 2017/18 savings are subject to a revised staffing structure and consultation with Unions. Plans for 2018/19 not yet developed.
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

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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, and at risk as full HB caseload migration to Universal Credit (UC) still many years away which means administration savings by simplifying local Council Tax Support Scheme is unachievable. Progression to UC extremely slow. Saving unachievable and should be removed until DWP gives time lines for migration of HB Working Age caseload.
RES_CS07	Customer Services and IT	IT Maintenance Savings	67				67	Blue	Savings target achieved
RES_CS09	Customer Services and IT	IT Contract. Reduced costs assuming reduction of 100 IT users across the Council	31				31	Blue	Savings target achieved
RES_CS10	Customer Services and IT	IT - reduce colour printing across the organisation by 50%	50				50	Blue	Savings target achieved
RES_CS12	Customer Services and IT	Customer Services - review Helpline charging and commercialisation	65				65	Green	Savings target achieved
RES_CS15	Customer Services and IT	Capital financing savings from IT contract being less than in the capital programme	260				260	Blue	Savings target achieved
BSS 01	BSS	Business Support Review.	649	352	320		1,321	Red	Additional demand from Childrens Services due to increased activity at the front door. Deep Dive review carried out with Members and options on reducing costs presented to Commissioning Panel. The saving was subsequently reversed as part of the 2017/18 Budget Setting process.
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. 15/16 MTFS	57	57			114	Blue	2016/17 savings achieved. Achievement of future savings will become clearer as the year progresses.
RES21	Directorate Wide	Management Savings 15/16 MTFS	150				150	Blue	Savings on track to be achieved.
RES25	Customer Services & IT	Procurement savings across the contracts managed within the division. 15/16 MTFS	949				949	Blue	Savings achieved.
RESG01	Customer Services & IT	Welfare Reform contingency utilisation- 6FTE Revenues and benefits £215k - reversal of one off growth 15/16 MTFS	215				215	Blue	Savings achieved - Temporary staff contract terminated
RES082	Collections and Benefits	Revenues Staffing Reductions 14/15 MTFS	40				40	Blue	Achieved and monies already taken from budget as at 1/4/2016

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RES083	<b>Collections and Benefits</b>	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
			4,564	2,376	2,790	-	9,730		
<b>Children &amp; Families</b>									
PC01	<b>Education &amp; Commissioning</b>	<b>Schools Strategy</b> Education & Professional Lead - Early Years. Change funding to maximise use of grants	91				91	Blue	Achieved
PC02	<b>Education &amp; Commissioning</b>	<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 was adjusted to reflect the saving. Capitalisation was built into the capital programme. Savings achieved.
PC03	<b>Special Educational Needs</b>	<b>Residential School Placements</b> Maximise use of grants	500				500	Blue	Funding streams were adjusted and 2016-17 budget was reduced to reflect saving.
PC04	<b>Special Educational Needs</b>	<b>Educational Psychology</b> Income generation	50				50	Blue	Achieved
PC05	<b>Children &amp; Young People</b>	<b>The Firs</b> Selling bed spaces, providing training to other LAs, renting out rooms/garden for activities	52				52	Green	Achieved through a combination of income generation and efficiencies
PC06	<b>Children &amp; Young People</b>	<b>Children's Placements - Care Leavers</b> Efficiencies in procurement	200				200	Amber	Partly 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. Confirmed cost reductions in 2016/17 totalled £23k. Demand and complexity, particularly in relation to gangs and exploitations, continued to increase throughout the year meaning that savings were offset by pressures from demand.
PC07	<b>Children &amp; Young People</b>	<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 took place throughout 2016/17 resulting in confirmed reductions of £488k. Improved contractual and commissioning arrangements drove down costs. Improved care planning so children and young people were moved from expensive residential placements in a more timely manner. Demand and complexity continued to increase, particularly in relation to gangs and exploitation, meaning that savings were offset by pressures from demand.
PC08	<b>Children &amp; Young People</b>	<b>Emergency Duty Team</b> Full cost recovery	50				50	Blue	Achieved.

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PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service			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 target implementation date of 01/10/16 slipped with the majority of redundancies taking place at the end of March. The HR issues linked to the transformation proved to be challenging. 37 job descriptions being reduced to 4 was complex and meant that agency staff had to stay in post for longer than had been expected.
PC14	Children & Young People	Review of Adoption Contract			86		86	Purple	Future Year saving, still in development
PC15	Children & Young People	Review of posts in MASH			100		100	Purple	Future Year saving, still in development
PC16	Children & Young People	Review of posts in Family Information Service			61		61	Purple	Future Year saving, still in development
PC17	Children & Young People	Review of posts in Access to Resources			57		57	Purple	Future Year saving, still in development
PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams			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 was adjusted to reflect the achievement of savings
PC21	Education & Commissioning	<b>Governor Services</b> Governor Support Officer post	44				44	Blue	Post holder left March 2016. 2016-17 budgeted establishment was adjusted to reflect the achievement of savings.
PC22	Education & Commissioning	<b>Schools Strategy</b> Non staffing budgets	35				35	Blue	2016-17 budgets were adjusted to reflect saving
PC23	Education & Commissioning	<b>Harrow School Improvement Partnership</b> HSIP Full Cost recovery including Support Service Costs	130				130	Red	Significant reductions to income in 2016/17 meant that this saving was not achieved. A new operating model for HSIP is being developed to ensure that the service is financially sustainable going forward.
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 left August 2016. 2016-17 budget establishment was 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 were adjusted to reflect saving
PC28	Cross Service	<b>Non-pay inflation</b>	150	150	150	150	600	Blue	Funding was retained centrally and therefore not included in 2016-17 budgets

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PC29	Management	Review of Management	449				449	Blue	Posts deleted, post holders left and 2016-17 budgeted establishments were adjusted to reflect the savings
PC31	Special Needs Service	Children with Disabilities 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	Educational Psychology Income generation	50				50	Blue	Achieved.
PC33	Special Needs Service	Review of Special Educational Needs Transport	257	257			514	Red	This saving was due to be met by the implementation of a revised transport policy to ensure only service users who were eligible continued to receive transport. However the review resulted in only limited reductions of service users and in addition demand continued to grow. This saving has now been offset by growth in the 2017/18 budget.
PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement			248		248	Purple	Future Year saving, still in development
PC38	Children & Young People	Review of Children Looked After & Placements Service			1,000		1,000	Purple	Future Year saving, still in development
PC39	Education & Commissioning	Education Strategy & Capital Capitalise 2fte	137				137	Blue	Capitalisation was built into capital programme
PC42	Special Needs Service	Review of Special Needs Service			1,164		1,164	Purple	Future Year saving, still in development. £651k was reversed as part of the 2017/18 Budget setting process.
			3,569	681	3,262	150	7,662		
<b>Adults</b>									
PA_1	Adults	Supporting People - renegotiation of existing statutory contracts	150				150	Green	Savings target achieved
PA_2	Adults	Supporting People - 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	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	50	69	56		175	Green	2016/17 Savings target achieved
PA_4	Adults	Milmans Community tender		175	184		359	Purple	Future year saving in development
PA_5	Adults	New Bentley [formerly Byron NRC] Community Tender		446			446	Purple	Future year saving. This saving was reversed as part of the 2017/18 Budget Setting process.
PA_6A	Adults	Vaughan NRC - service review to identify efficiencies in supporting the most complex		100			100	Purple	Future year saving in development

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PA_7	Adults	Kenmore NRC - Community Tender	609				609	Red	Community Model being taken forward, and risk of a significantly reduced saving.
PA_9	Adults	Sancroft - contract management and service renegotiation	166	334			500	Red	The savings in 2016/17 were expected to be delivered from contractual renegotiations around the day care services provided which are currently under utilised. The legal review of the contract has identified that it is not possible to renegotiate the contract to deliver the planned savings, and given the further savings anticipated in 2017/18, alternative options are now being explored. As a result, this reduction in expenditure cannot be achieved in the current financial year
PA_10A	Adults	Transport - review transport provision	200	200	350		750	Green	Will be delivered through wider mitigation
PA_11A	Adults	MOW/Catering Service - review of service		65			65	Purple	Future year saving in development
PA_12	Adults	Southdown - review service through shared lives	139				139	Green	2016/17 savings achieved through other mitigated action.
PA_13	Adults	Welldon/Harrow View - review service through shared lives	106				106	Green	2016/17 savings achieved through other mitigated action.
PA_14	Adults	Shared Lives - commercialisation through selling model to neighbouring boroughs	50	150			200	Green	2016/17 Savings target achieved
PA_15	Adults	Bedford House / Roxborough Park - review provision within Bedford House	150	650			800	Green	2016/17 savings achieved through other mitigated action. £400k of the saving has been reversed as part of the 2017/18 Budget Setting process.
PA_16	Adults	7 Kenton Road - review provision through supporting living and shared lives		228			228	Purple	Future year saving in development
PA_17	Adults	Hospital / STARRS Discharge - social care assessments through reablement in line with Care Act guidance	70				70	Green	2016/17 Savings target achieved
PA_19	Adults	Reduce Commissioning Team - restructure to reduce the team by 2FTE	150				150	Red	Restructure proposals halted pending decision around 17/18 MTFS which proposes deletion of the team.
PA_20	Adults	Demography - reduce remaining MTFS annual demographic growth provision to the Adult Social Care purchasing budget in 2016/17	1,000				1,000	Red	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.
PA_21	Adults	CHW Senior Management Restructure - savings from senior management restructure following consultation	261				261	Blue	Delivered budget reduced

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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. This saving has been reprofiled into 2018/19 and 2019/20 as part of the 2017/18 budget setting process.
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. This saving has been reprofiled into 2018/19 and 2019/20 as part of the 2017/18 budget setting process.
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. This saving has been reprofiled into 2019/20 as part of the 2017/18 budget setting process.
CHW09	Adults	Reduced funding following review of WLA programme 2015/16 MTFS	50				50	Blue	2016/17 Savings target achieved
		<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	Blue	2016/17 Savings target achieved
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. This saving was replaced by an alternative on Health visiting contract efficiencies as part of the 2017/18 Budget setting process.
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	2016/17 Savings target achieved
PH_7	PH	Young Peoples Public Health - reduction of Schools Programme	100				100	Green	2016/17 Savings target achieved
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	2016/17 Savings target achieved



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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	2016/17 Savings target achieved
			544	462	2,295	-	3,301		
<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	Highways Services - 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	2016/17 Savings target achieved
CE_3	Commissioning Services	Mortuary Services - Reduction in costs as a result of Barnet joining the partnership with Brent.	14				14	Blue	2016/17 Savings target achieved
CE_4	Commissioning Services	Staff efficiencies in Parking and Network Teams - 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	2016/17 Savings target achieved
CE_5	Directorate Wide	Reduction of supplies & services budget	100	50	50		200	Blue	2016/17 Savings target achieved
CE_7	ESD - Waste Services	Alternative funding for recycling officer post - post to be commercially funded or deleted.	29				29	Blue	2016/17 Savings target achieved
CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.		34	34		68	Green	This savings was achieved as part of division-wide restructure taking place during 16/17.
CE_9	ESD - Public Protection	Efficiencies arising from Selective Licensing - Through full cost recovery and reduction in failure demand. Net income.	200	35			235	Green	2016/17 Savings target achieved
CE_10.1	ESD - Management	Management savings Savings on team leader posts 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	Management savings Savings on a management post 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	Project Phoenix - Commercialisation projects	115	-	1,525		1,640	Green	2016/17 Savings target achieved

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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	Savings target achieved
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	2016/17 Savings target achieved
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	2016/17 Savings target achieved
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	2016/17 Savings target achieved
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 savings 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	2016/17 Savings achieved . 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	Savings target 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	Savings target achieved
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	Savings target achieved
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	2016/17 Savings target achieved
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.

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E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - 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.
E&E_06	Commissioning Services - Facilities Mgt	Reduction in Facilities Management costs - 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. 15/16 MTFS	44	44	22		110	Green	2016/17 Savings target achieved
E&E_07	Commissioning Services - Facilities Mgt	Introduction of staff car parking charges. 15/16 MTFS	30	-	-		30	Green	Savings target achieved
E&E_08	Commissioning Services - Highway Services	Reduce highways maintenance budget - Changes to the response times on non urgent works i.e. respond to these in 48 hours instead of existing 24 hours. 15/16 MTFS	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	Highways Contract - 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). 15/16 MTFS		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	Review salary capitalisation of highway programme & TfL funded projects. 15/16 MTFS	100	50	50		200	Green	2016-17, however increasing this level of capitalisation will require some planning. 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	Additional income - from street works. 15/16 MTFS	20	10			30	Green	16/17 Savings achieved
E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions. 15/16 MTFS	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	Street lighting and Drainage budgets - capital investment allows for lower maintenance costs. 15/16 MTFS	25	40			65	Green	2016/17 Savings target 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		
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	2016/17 Savings target achieved
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 and commercial agreements with neighbouring boroughs.
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 £1.3m. 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	Green	16/17 saving have been met in part. 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.
CHW12	Community & Culture	Redevelopment Harrow Leisure Centre Site <b>15/16 MTFS</b>		100			100	Purple	A decision regarding a new leisure centre or refurbishment of the existing leisure centre has yet to be made.  Saving in 17/18 to be mitigated by the importation of environmentally approved soil to Bannister Sports Centre. Saving in 18/19 may be mitigated by a further one-off income from the importation of environmentally approved soil to other sites in Harrow (subject to viability studies).

# 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		
CC_4	Community & Culture	Arts & Heritage - delivery of business plan (reallocation of savings based on Cabinet report May 2015)	(342)	282			(60)	Red	The service was originally planned to be transferred to Cultura on 1st April 16, but is no longer taking place. The saving has been reversed as part of the 2017/18 Budget Setting Process.
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	Red	The service was originally planned to be transferred to Cultura on 1st April 16, but is no longer taking place. The saving has been reversed as part of the 2017/18 Budget Setting Process.
		<b>Sub Total Cultural Services</b>	530	490	209	-	1,229		
CH_1	HGF	Salaries recharges to HRA and capital - increase proportion of salaries charged to HRA and capital projects to reflect current working arrangements	163				163	Green	Savings target achieved
CH_2	HGF	Supporting People - savings assumed to result from contract renegotiation or possible cessation of support in later years	68				68	Green	Savings target achieved
CH_3	HGF	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation	10	25			35	Green	2016/17 Savings target achieved
CH_4	HGF	Supporting People - Sheltered Housing floating support - savings assumed to result from contract renegotiation or review of service delivery		60			60	Green	2016/17 Savings target achieved
CH_5	HGF	Miscellaneous minor budgets - minor budget savings	10				10	Blue	Savings target achieved
CH_7	HGF	Watkins House - Options review	(25)	100	100		175	Red	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. This saving has been reversed as part of the 2017/18 Budget setting process.
CH_8	HGF	Private lettings agency - 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. This saving has been reversed as part of the 2017/18 Budget setting process.

# 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		
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	Green	2016/17 Savings target achieved
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	Green	2016/17 Savings target achieved
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	Savings target achieved
CHW18	HGF	CHW Management savings -1 fte in Housing 2016/17, <b>15/16 MTFS</b>	59				59	Red	Expected to be achieved by alternative route; replaced by recharge of 25% Corporate Director Community's salary to HRA, and increasing the proportion of Director of Housing's salary charged to the HRA from 70% to 80% to reflect current patterns of work.
<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	Savings target achieved
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.
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	Purple	This saving is not achievable as the opportunity to acquire Stanmore Place no longer exists. This saving has been reversed as part of the 2017/18 Budget setting process.

## 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_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. Reversed as part of the 2017/18 Budget Setting Process.
<b>Total savings</b>			<b>220</b>	<b>1,450</b>	<b>2,000</b>	<b>-</b>	<b>3,670</b>		
<b>Total Savings</b>			<b>17,553</b>	<b>11,628</b>	<b>18,381</b>	<b>312</b>	<b>47,874</b>		