

# 2017-18 MTFs Savings Tracker

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFs	2017/18	2018/19	2019/20	Total	Rag rating	Comment
			£000	£000	£000	£000	£000		
<b>Resources</b>									
							-		
RES_01	Customer Services and IT	<b>Increase Helpline Income</b> Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.		80	100	100	280	Green	Achievement of savings on track
RES_13	Customer Services and IT	Technology and Transformation Services Reduce level of support on SAP.		64	-	-	64	Blue	Savings achieved and banked
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	Saving reversed during the 2018/19 budget process
RES_14	Procurement / HR	Early re-procurement of Agency Staff Contract		150			150	Amber	This amount will flow through to Harrow 18 months after commencement date. The estimated £130K income from Yorkshire Procurement Organisation will therefore need to be raised as an outstanding asset as at 31/3/18.
RES_15	Procurement / HR	Re-procurement of Occupational Health contract delivering an overall cheaper pricing model on the service.		24			24	Blue	Savings achieved and banked
RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development		140	110		250	Blue	Savings achieved and banked
RES_HR03	HR	Organisational Development - Review existing shared OD service provision		155			155	Blue	Savings achieved and banked
RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.		(19)	29	0	10	Green	See below
RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.		201	151		352	Green	2017/18 target has been delivered. New Divisional Director has been apprised of savings target of £180K.
RES_16	Strategic Commissioning	<b>VCS funding</b> - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet report.		110	57	50	217	Green	Savings on track for delivery.
RES_17a	Strategic Commissioning	<b>Member Development</b> Reducing the frequency in spend of the member development budget.		26	-		26	Blue	Savings achieved and banked
RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model		25	13		38	Amber	Plans being brought together to make sure that 2018/19 savings target is achieved..
RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings			107		107	Purple	Future year, still in development.
RES_SC03	Strategic Commissioning	Alternative Funding of domestic violence budget		21	61		82	Green	External funding secured for 2017/18 and 2018/19.
RES_SC04	Strategic Commissioning	Proposed savings in Health watch Funding			50		50	Purple	Future year, still in development.
RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income		20	20		40	Amber	Income on-track on the basis of last years' performance. However, schools budgets are being put under more pressure so this is not guaranteed at this stage. Exploring joint marketing opportunities with Bucks CC.
RES_SC06	Strategic Commissioning	Commissioning Capacity in the Council		10	50		60	Blue	Savings achieved and banked

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RES16	Strategic Commissioning	Retender of the Communications Service to take account of reductions in spend phased in the following way: 2015/16 - 20% reduction, 2016/17 - 10% reduction, 2017/18 - 10% reduction.		57			57	Red	The saving has not been delivered and it was removed from the budget during the 2018/19 budget process. However, for the current year the Division will deliver the required saving within its overall budget
RES_10	Legal	<b>Political Office Support</b> Councillors are supported by a variety of administrative arrangements. The proposal reduces the amount allocated to each member /group office.		100			100	Blue	Savings achieved and banked
RES_LG04	Legal & Governance	Expansion of the Legal Practice		210	210		420	Green	Achievement of savings on track
RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business		144	144		288	Green	Achievement of savings on track
RES 18	Finance	<b>Finance</b> - 'Insurance Savings from re-tendering of Insurance contract.		50			50	Green	Achievement of savings on track
RES_F02	Finance & Assurance	Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)		595	625		1,220	Blue	Savings achieved and banked
RES_F03b	Finance & Assurance	Audit and Fraud - deletion of Fraud Investigation Officer post		15			15	Green	Achievement of savings on track
RES_F04	Finance & Assurance	Investment Portfolio		350	350		700	Green	Achievement of savings on track
		<b>Total Resources excluding Business Support</b>		<b>2,528</b>	<b>2,377</b>	<b>150</b>	<b>5,055</b>		
<b>Business Support</b>							<b>£0</b>		
BSS_02	Business Support	<b>PA Support</b> The creation of a new Central PA Hub to support the Chief Executive, Corporate Directors and Directors offering a fixed catalogue of services.		100			100	Green	Achievement of savings on track
BSS_07	Business Support	<b>Community Hub</b> A reorganisation of the Community hub will re-allocate a prioritised workload over a smaller team.		20			20	Green	Achievement of 2017/18 savings on track but 2018/19 likely to be delayed.
		<b>Total Business Support</b>		<b>120</b>	<b>-</b>	<b>-</b>	<b>120</b>		
		<b>sub - Resources Total</b>		<b>2,648</b>	<b>2,377</b>	<b>150</b>	<b>5,175</b>		
BSS 01	BSS	<b>Reversal of saving</b> - 'A thorough review of Business Support has been undertaken in the last year, as a result of which over £1m of savings have been identified that are being delivered. However it has been decided that further reduction in these areas are not appropriate, and therefore savings proposed in previous budgets will not be progressed and need to be reversed. This is reversing the 2017/18 and 2018/19 savings.		(557)			(557)	Blue	Savings Reversed in17/18
RES_LG05	Legal & Governance	Delayed implementation of land charges transfer of service		(250)	(250)		(500)	Blue	Growth
		<b>Resources Total</b>		<b>1,841</b>	<b>2,127</b>	<b>150</b>	<b>4,118</b>		
<b>People Services</b>									
<b>Adults</b>									
PA_01	Adults	<b>Voluntary Sector</b> - cessation of all services other than those required under the Care Act. There is a separate cabinet report to the December 2016 cabinet in respect of this saving.		420			420	Amber	Shortfall of £35k, following consultation delay, will be mitigated by Adult Social Care grant.

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PA_03	Adults	<b>Commissioning</b> - Cessation of Adults commissioning function (2.6FTE) from People's commissioning team resulting in spot purchasing only, and limited strategic commissioning for the Adult's services.		187			187	Red	Saving will not be achieved in 2017-18 due to a delay in implementation. Staff are not expected to leave until October. Residual staffing costs amount to £103k and redundancy and pension strain costs amount to £218k. Full saving will be achieved in 2018-19.
PA_04	Adults	<b>Management</b> - further reduction in strategic management function, reducing by 1FTE (Head of Service) from 4FTE down to 3FTE i.e.; DASS plus 2 Heads of Service		127			127	Blue	Post vacant since July 2016
PA_05	Adults	<b>Contracts &amp; Admin</b> - in line with the voluntary sector proposals and move to personalisation model, the function of this team (4FTE) will be deleted. Any residual duties will be accommodated within already stretched social work teams.		161			161	Blue	Post holders left the Council's employment February 2017.
PA_06	Adults	<b>Reduce Safeguarding Quality Assurance Team</b> - Deletion of 2 FTE – reduction in ability to visit all 750 Community Providers and over 300 Care Homes in the year and respond to safeguarding alerts.		112			112	Blue	Vacant posts, previously covered by agency staff, now deleted
PA_08	Adults	<b>Reduce Occupational Therapy Team</b> - Deletion of 4FTE – will increase the current 6 month waiting list with more vulnerable people delayed in hospital, and an increased number of vulnerable people placed unnecessarily in costly residential and nursing units		113			113	Blue	Vacant posts, previously covered by agency staff, now deleted
PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period		69	56		125	Amber	Risk that additional commercial income may not be achieved
PA_4	Adults	Milmans Community tender		175	184		359	Amber	£78k Achieved. £97k is being mitigated via budget realignments within Adults Services.
PA_6A	Adults	Vaughan NRC - service review to identify efficiencies in supporting the most complex		100			100	Green	On target to be achieved
PA_9	Adults	Sanicroft - contract management and service renegotiation		334			334	Red	Superseded by local authority traded service operating from Sanicroft under project Phoenix. Expected to deliver £640k in a full year (after capital financing costs) and will increase with any dividend (after company expenses). Shortfall in 2017/18 (representing part year commencement) is assumed to be mitigated by ASC grant.
PA_10A	Adults	Transport - review transport provision		200	350		550	Red	Saving will not be achieved in 2017/18 as efficiencies planned against routes are unlikely to be achieved. The pressure will be mitigated through base budget realignment. Future year budget savings reversed as a consequence.
PA_11A	Adults	MOW/Catering Service - review of service		65			65	Blue	Savings achieved and banked
PA_14	Adults	Shared Lives - commercialisation through selling model to neighbouring boroughs.		150			150	Red	Saving will not be achieved in 2017-18 as target commercial income is unlikely to be achieved. Pressure is to be mitigated through base budget re-alignment.

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PA_15	Adults	Bedford House / Roxborough Park - review provision within Bedford House. £650k less £400k reversed as part of 17.18 Budge setting.		250			250	Amber	Shortfall due to building planning and procurement requirements and processes (after assuming redundancy costs funded centrally) which will be mitigated through wider variations.
PA_16	Adults	7 Kenton Road - review provision through supporting living and shared lives		228			228	Green	CQC de-registration confirmed, on target to be achieved
PA_26	Adults	My Community ePurse - commercialisation of My Community ePurse - Rephased.			1,000	600	1,600	Purple	Savings reversed as part of 2018/19 MTFS
PA_27	Adults	Re-phasing - add in new phasing			998	1,250	2,248	Purple	Savings reversed as part of 2018/19 MTFS
PA_28	Adults	Community Wrap - explore new commercialisation opportunities			640		640	Purple	Savings reversed as part of 2018/19 MTFS
PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities				2,250	2,250	Purple	Savings reversed as part of 2018/19 MTFS
		<b>Total Adult</b>		<b>2,691</b>	<b>3,228</b>	<b>4,100</b>	<b>10,019</b>		
<b>Childrens</b>									
PC_S05	Education Services	<b>Virtual School</b> Transfer funding for 1fte PEP Co-ordinator and 0.88fte Education Welfare Officer to external grant funding	-	90			90	Green	Saving is being closely monitored throughout the financial year.
PC_S06	Children & Young People	<b>Children &amp; Young People Services Additional Savings</b> Reduction 1.3fte posts and cessation of procurement contract	-	165			165	Green	The savings are currently on track to be delivered as related contractual and staffing spend has ceased. The £20k reduction in relation to the Local Safeguarding Children's Board is being delivered by a reduction to the Council's contribution to the learning review and serious case review.
PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service			223		223	Purple	Savings partly reversed as part if 2018/19 MTFS
PC13	Children & Young People	Early Intervention & Youth Development Integration and restructure of childrens centres, early intervention and youth development service		266			266	Green	Saving is currently on track to be achieved. There are some residual costs relating to staff whose redundancies are taking place between April and August 2017 which are being offset by holding a number of posts vacant in year.
PC14	Children & Young People	Review of Adoption Contract			86		86	Purple	Savings reversed as part of 2018/19 MTFS
PC15	Children & Young People	Review of posts in MASH			100		100	Purple	Future year, still in development.
PC16	Children & Young People	Review of posts in Family Information Service			61		61	Purple	Savings reversed as part of 2018/19 MTFS
PC17	Children & Young People	Review of posts in Access to Resources			57		57	Purple	Savings reversed as part of 2018/19 MTFS
PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams			173		173	Purple	Savings reversed as part of 2018/19 MTFS
PC24	Education & Commissioning	Enhancing Achievement within Education Strategy Post should be 75% funded by grant management fees from April 2016, post holder redundant from August 2016		8			8	Blue	Post holder left in August 2016 and post deleted from costed establishment.
PC28	Cross Service	Non-pay inflation		150	150	150	450	Blue	Funding retained centrally and therefore not included in 2017/18 budgets.

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PC33	Special Needs Service	Review of Special Educational Needs Transport		257			257	Blue	Saving reversed through growth - see PC 33 below.
PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement.			248		248	Purple	Savings reversed as part of 2018/19 MTFS
PC38	Children & Young People	Review of Children Looked After & Placements Service.			1,000		1,000	Purple	Savings reversed as part of 2018/19 MTFS
PC42	Special Needs Service	Review of Special Needs Service £1,164m ('Reversal of Savings - Special Educational Needs Placements In respect of PC41 approved February 2016. New funding regulations mean there will no longer be flexibility to further charge these costs to grant £651k)			513		513	Purple	Savings of £413k is reversed as part of 2018/19 MTFS
<b>Total Childrens Services</b>				<b>936</b>	<b>2,611</b>	<b>150</b>	<b>3,697</b>		
PC33	Special Needs Service			(514)			(514)	Blue	Reversal of saving. See PC 33 above
				<b>422</b>	<b>2,611</b>	<b>150</b>	<b>3,183</b>		
<b>Public Health</b>									
PH	PH	Reduction in wider health improvement function.	-	107			107	Blue	Savings acheived and banked
PH	PH	Reversal of Public Health wide growth to deal with small projects.	-	60			60	Blue	Savings acheived and banked
PH_01	PH	<b>Wider Health Improvement</b> - bring forward approved 2018/19 savings in relation to wider determinants of health to 2017/18. Warmer Homes £50k retained until 2018/19.		96	(96)		-	Green	On target to be achieved
PH_02	PH	<b>Wider Health Improvement - breast feeding</b> - saving scheduled for 2018/19 to allow service to develop alternative model.			65		65	Purple	Future year savings will be achieved as part of the 0-19 reprocurement.
PH_3	PH	Contract Efficiencies within Health Visiting contract		105			105	Green	On target to be achieved
PH_5	PH	Tobacco Control & Smoking Cessation - reduction of service		279			279	Blue	Post holders left the Council's employment March 2017.
PH_9	PH	Health intelligence & Knowledge - reduction in staff costs		48			48	Green	On target to be achieved
PH_10	PH	Staffing & Support - reduction in budget & deletion of additional procurement support		30			30	Green	On target to be achieved
PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)			1,500		1,500	Purple	£1m of this has been reserved out as part of 18/19 MTFS, balance of £0.5m on target to be achieved.
PH_12	PH	Reduction to service - staffing reductions			795		795	Purple	Future year, on target to be achieved.
<b>Total Public Health</b>				<b>725</b>	<b>2,264</b>	<b>-</b>	<b>2,989</b>		
<b>People Total</b>				<b>3,838</b>	<b>8,103</b>	<b>4,250</b>	<b>16,191</b>		
<b>Community</b>									
<b>Community and Culture</b>									

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COM_S01	Commissioning & Commercial	Commercial projects under Project Phoenix - The Revenue Maximisation business case has identified commercial opportunities in parking, waste services, events, advertising and increased rental income.  Implementation Costs: Projects will start during 16/17, and it is anticipated that implementation costs can be met from income raised in 16/17 achieving a break-even position.	1,640	520			520	<a href="#">Green</a>	The projects under Revenue Maximisation business case are being implemented. On track of delivering the saving target this year.
COM	Commissioning & Commercial	Income from expansion of Central Depot		68	239	246	553	<a href="#">Green</a>	Although new income streams can only be expected following the completion of depot redevelopment, the saving target allocated this year will be met from central depot leases already negotiated.
COM_S04	Environment & Culture	Sports & Physical Activity - 2 options: either cease all activities or seek alternative funding to meet the costs including the use of S106 funding and/or funding the post by working together with other funding partners.	-	48			48	<a href="#">Green</a>	100% of salary of Sports Development Co-ordinator post in 2017-18 to be assigned to S106 Bannister Sports Centre funding for project support for delivery of the improvements.
COM_S13	Commissioning & Commercial	Additional cost recovery in Network Management - Additional cost recovery from street works by having better use of traffic orders to manage street works	30	50			50	<a href="#">Green</a>	On track to be achieved.
COM_S08	Environment & Culture	Phase 2 of Environment & Culture Review - Regulatory Services Review of Enforcement functions across the Division and the Council. Revised approach to prioritise commercial / cost recovery generating work and health and safety issues and to undertake all other services at minimum standards meeting the minimum level of Food Standards Agency and other regimes.	320		200		200	<a href="#">Purple</a>	Future year saving in development
COM_S12	Environment & Culture	Route Optimisation on food waste collection	-	-	150		150	<a href="#">Purple</a>	Future year saving has been re-profiled as part of the 2018/19 MTFS
COM_S11	All	Reduce staff training, stationery and conference budgets across the directorate	-	68			68	<a href="#">Green</a>	Achieved. In year one off savings offered in 16-17 now become reductions on an on-going basis.
COM_S10	Commissioning & Commercial Division	Neighbourhood Investment Scheme (NIS) - cease funding.  This is already an agreed MTFS saving for 18/19. This proposal is to bring forward the saving to 17/18.	210	210	(210)		-	<a href="#">Green</a>	No programmed NIS expenditure in 17/18.
CE_5	Directorate Wide	Reduction of supplies & services budget		50	50		100	<a href="#">Blue</a>	Savings achieved and banked
CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.		34	34		68	<a href="#">Green</a>	This is achieved as part of division-wide restructure due to be completed in 17/18.

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CE_9	ESD - Public Protection	Efficiencies arising from Selective Licensing - Through full cost recovery and reduction in failure demand.		35			35	Amber	The target set for Selective Licensing was ambitious and is reliant on other Wards coming on board. South Harrow will be consulted on which should address this but staffing resources remain tight (being reviewed as part of an enforcement review)
CE_10.2	ESD - Management	Management savings Savings on a <b>management post</b> across the Environmental Service Delivery division.		75			75	Green	This is achieved as part of Phase 1 of the division-wide restructure. One Head of Service post is deleted.
E&E_18	Directorate wide	Staff efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions - 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.		30	50		80	Green	This is achieved as part of division-wide restructure due to be completed in 17/18.
E&E_20	Directorate-wide	Contractual/commissioned/SLA savings - 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.		200			200	Green	Income from the shared Special Need Transport service with Brent and the Service Level Agreement with Barnet for the use of Central Depot will contribute towards achieving this saving target in 17/18.
CE_12	Commissioning Services	Project Phoenix - Commercialisation projects		0	1,525		1,525	Purple	The implementation of business cases approved to date will contribute towards the overall 3-year targets.
CE_14	Commissioning Services	Highways Services - revenue savings on utilities and maintenance costs due to acceleration of the Street Lighting replacement programme and extension of the variable lighting regime.		10			10	Green	Included in 17/18 budget, completed.
CE_15	Commissioning Services	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.		20	20		40	Green	Included in 17/18 budget as a reduction against highways reactive maintenance, changes for 18/19 will be achieved in the same way. This is deliverable but the highways reactive maintenance budget will be severely reduced and require far greater capitalisation of minor works (where appropriate) in order to achieve service standards.
CE_16	Commissioning Services	Staff efficiencies in Parking and Network Teams - 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.		80	20		100	Green	Restructure completed.
CE_17	Commissioning Services	General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including capitalisation of senior contracts officer post, removal of some supplies & services budget.		9	80		89	Green	17/18 target achieved by reducing Supplies & Services budget

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CE_18	Commissioning Services	Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.		20	20		40	<a href="#">Green</a>	Council services are being actively marketed to schools by Business & Commercial team. Additional SLAs from schools will achieve this year's target.
CE_19	Commissioning Services	Road safety officer post - externally funded by Transport for London (TfL)		40			40	<a href="#">Green</a>	Income target realigned as part of the budget build process.
CE_20	Commissioning Services	Further contract efficiencies following the re-procurement of Facilities Management contract.		80			80	<a href="#">Green</a>	To secure reduced costs through gain share mechanism on commercial opportunities / back office efficiencies.
E&E_01	Commissioning Services	Trading Standards - Further cost reduction in Trading Standards service by re-negotiating the Service Level Agreement with London Borough of Brent		40			40	<a href="#">Green</a>	SLA is being re-negotiated with Brent. More collaborative approach of work to maximise Proceed Of Crime Act income.
E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - Deletion of 3 posts		86			86	<a href="#">Green</a>	Achieved. Relates to the deletion of 2 vacant posts as part of staffing efficiencies.
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.		44	22		66	<a href="#">Green</a>	Restructure completed and salaries budgets have been realigned.
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.		45			45	<a href="#">Green</a>	Included in 17/18 budget, completed.
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).		120	120		240	<a href="#">Green</a>	Included in 17/18 budget as a reduction against highways reactive maintenance, changes for 18/19 will be achieved in the same way. This is deliverable but the highways reactive maintenance budget will be severely reduced and require far greater capitalisation of minor works (where appropriate) in order to achieve service standards.
E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects		50	50		100	<a href="#">Green</a>	Included in 17/18 budget as additional income, changes for 18/19 will be achieved in the same way. This will increase recharges to capital up to 82% of total staff costs in 18/19.
E&E_11	Commissioning Services - Network Mgt	Additional income - from street works		10			10	<a href="#">Green</a>	On track to be achieved.
E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.		10	12		22	<a href="#">Green</a>	The energy consumption has been reduced following the street lighting investment as part of capital programme. The financial saving is achieved, however has been outstripped by the increase in energy inflation, resulting in a net (smaller) increase in energy costs.



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E&E_13	Commissioning Services - Street Lighting and Drainage	Street lighting and Drainage budgets capital investment allows for lower maintenance costs		40			40	Green	Included in 17/18 budget and completed. The budget reduction has placed extreme pressure on the services even though this has been mitigated by capital investment, work programmes are prioritised and limited to budget.
E&E_14	Commissioning Services - Winter Gritting	Reduction in winter gritting budgets - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service			10		10	Purple	Deliverable in 18/19 if there is a mild winter but not if there is a harsh winter. Subject to winter weather conditions because a pay as you go system has been introduced from 16/17
CE_21	NIS	Neighbourhood Investment Scheme (NIS) - 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	Purple	This saving has been achieved early in 2017-18 [see COM-S10]
CC_2	C&C	Library Strategy Phase 2 - delivery of network of libraries and library regeneration		108	209		317	Amber	The saving is partially met from the reduction of book fund. The remaining saving is dependent on the re-provision / commercialisation of libraries, which is delayed. 18/19 saving is to be re-profiled to align with the timescale of the re-provision of Central Library, as part of 18/19 MTFS.
CC_4	C&C	Arts & Heritage - delivery of business plan (reallocation of savings based on Cabinet report May 2015)		282			282	Green	Saving reversed.
CHW12	C&C	Redevelopment Harrow Leisure Centre Site.  This will need to link with Regeneration Programme. 17/18 saving is expected to be met from one-off income through the improvement to playing pitches at Bannister Sports Centre.		100			100	Red	The redevelopment of Harrow Leisure Centre will not now be completed until 2020-21 at the earliest. The target is being mitigated by other income within Cultural Services.
		<b>Total Community &amp; Culture</b>		2,582	2,811	246	5,639		
CC_4	C&C	Arts & Heritage Services - Total saving in the original MTFS proposal in relation to the proposed transfer of the services to Cultura London was £455k (£173k of which was profiled in 16/17). At this stage the service remains in-house, subject to any further decisions regarding the future of the arts centre and therefore at this stage the saving is being reversed. Should this position change, adjustments would be made to the MTFS and be reflected in the Final Budget report.		(455)			(455)	Green	A Cultural Strategy is being developed to help inform decisions regarding future cultural provision in Harrow.
				2,127	2,811	246	5,184		
							-		
<b>Housing</b>									
							-		
COM_S09	Housing	Supporting People - savings from contract renegotiation and/or review of service delivery	60	50			50	Green	Savings achieved. Contracts include savings

# 2017-18 MTFS Savings Tracker

Appendix 2

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS	2017/18	2018/19	2019/20	Total	Rag rating	Comment
			£000	£000	£000	£000	£000		
COM_S02	Housing	Home Improvement Agency - increase in fee income as a result of increased capital expenditure on Disabled Facilities Grants - savings are conditional on capital budget increases being approved with additional amounts being administered by HIA.	120	100			100	Green	Savings achieved but assumes adequate referral rate from Adult Services throughout financial year 2017-18
COM_G05.3	Housing	Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) - Purchase of a further 50 homes for use as TA to reduce pressure on B&B.	304	254	469	225	948	Red	MTFS savings of £375k reversed out as part of MTFS refresh leaving savings £573k to offset capital financing costs to yield net nil impact on General Fund.
COM_G05.3	Housing	Homelessness Invest to save - Reduction in expenditure resulting from work undertaken by temporary additional staff resources taken on to undertake additional prevention work, local procurement of properties and arears recovery.		494			494	Green	Staff have been recruited for homelessness prevention resulting in lower expenditure in accomodating homeless families
CH_3	HGF	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation		25			25	Green	To be achieved by alternative means : capitalisation of expenditure and funding through DFG which ias permitted under the terms and condition of the grant.
CH_4	HGF	Supporting People - <b>Sheltered Housing floating support</b> - savings assumed to result from contract renegotiation or review of service delivery.		60			60	Green	This is reflected in Supporting People contracts
CH_7	HGF	Watkins House - Options review £100k (This is a 16/17 savings , full Reversal of savings was agreed in 17/18 however £25k was approved as growth in 16/17 hence the £25k net savings in 17/18)		25	0		25	Green	Salaries budget moved to Adults, non salaries budgets remain on Housing General Fund.
CH_9	HGF	Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.		31	(2)	42	71	Amber	MTFS savings £757k reversed out, being unacheivable B&B savings, as part of MTFS refresh leaving £435k representing net rental income expected to be achieved.
CH_9	HGF	Additional income - 'Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.		770	355	(4)	1,121	Amber	
CH_10	HGF	Home Improvement Agency - savings arising from a combination of reducing the service and increasing the charge to the HRA in respect of the Occupational Therapist service		130			130	Green	Assumes adequate referral rate for Adult Services throughout financial year 2017-18
		<b>Total Housing</b>		<b>1,939</b>	<b>822</b>	<b>263</b>	<b>3,024</b>		
		<b>Community Total</b>		<b>4,066</b>	<b>3,633</b>	<b>509</b>	<b>8,208</b>		
-									
<b>Regeneration</b>									
REP_S01	Development Control	Planning income - Increase of pre-application charges to a competitive level (subject to the approval as part of annual F&C review process)	100	20			20	Green	On track to be achieved.
REP_S03	Economic Development	Economic Development & Regeneration – Reduction in activity to support economic development and regeneration	-	27			27	Green	Savings in revenue budget and staffing budget have been made.

# 2017-18 MTFS Savings Tracker

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS	2017/18	2018/19	2019/20	Total	Rag rating	Comment
			£000	£000	£000	£000	£000		
E&E_36	Planning - Development Mgt	Planning Fees: following an increase in 2013, the government may increase the statutory planning fees at some point over the next four years		100			100	Amber	In Feb 2017, a proposed 20% increase in planning fees was announced by the DCLG for implementation in the summer. However this has been delayed by the call for a General Election. The implementation of the increase has recently commenced.
		Regeneration Total		147	-	-	147		
PO 03	Pan Organisation	Regeneration - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.		350	2,000	0	2,350	Red	£350k saving to be delivered in 2017-18. Rental income from property portfolio not expected to be achieved 2017-18, and saving of £2,350 to be reversed out from 18/19 onwards as a de-risking strategy to the MTFS, it is prudent to remove this income stream which will be re-instated into the budget as and when realised.
		Total Savings		10,241	15,863	4,909	31,014		