

# 2018-19 MTFS Savings Tracker

Appendix 3

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	Rag rating	Comment
			£000	£000	£000	£000		
<b>Resources</b>								
RES_01	Customer Services and IT	Increase Helpline Income Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.	100	100		200	Green	Ongoing work with Adult Social Care to ensure that opportunities to stay at home are maximised.
Res 18.19 01	Customer Services	Review of Postal Process - the post room will sort inbound post but services will need to collect from the Post Room.  The post room will frank and send post out but services will be responsible for delivering mail to post room.	20	30		50	Green	Saving for 18/19 is accounted for through staff reduction. Hybrid Mail project underway to reduce annual cost of postage
RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development	110			110	Amber	There is a small risk that part of the savings might not be achieved as some processes within the shared service need to be reviewed, mitigating activities are being put in place to release the savings. Risk element is £17.6k (40% Harrow share of £44k ).

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RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.	29	0		29	Green	SLA Income from schools - on track
RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.	151			151	Red	Third year of the savings, this was not achievable, now offset by underspend elsewhere
RES_16	Strategic Commissioning	VCS funding - 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.	57	50		107	Green	On track
RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model	13			13	Red	Increased savings combined with increased income will be difficult to achieve in 2018/19. Any spend pressure will be managed through the Resources Directorate, and proposals will be brought forward to create a sustainable position for Communications during 2018.
RES_SC03	Strategic Commissioning	Alternative Funding of domestic violence budget	61			61	Green	On track

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RES_SC04	Strategic Commissioning	Proposed savings in Health watch Funding	50			50	Green	For 2018/19, the saving has been achieved with carry forwarded from 2017/18. However, there is a risk to service operation from next year at £50k per annum. Health watch England are working with the local HW to see if the funding is sufficient to provide this statutory service under Social Care Act 2012
RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings	107			107	Red	Increased savings combined with increased income will be difficult to achieve in 2018/19. Any spend pressure will be managed through the Resources Directorate, and proposals will be brought forward to create a sustainable position for Communications during 2018.

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RES_SC02	Strategic Commissioning	The previous tender of the Communications Service aimed to deliver a programme of reductions in spend phased over a number of financial years. With the service recently being brought back in house, it requires all available funding to keep up with demand.				(57)	Red	Saving reversed as part of 2018/19 budget setting process so there is no impact on the 2018/19 budget.
RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	20			20	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	50			50	Green	On track
Res 18.19 06	Strategic Commissioning	Special Responsibilities Allowance	58			58	Red	New administration has confirmed the cabinet and the size of the cabinet will not be reduced.
Res 18.19 07	Strategic Commissioning	Restructure of the Policy team	25			25	Green	On track

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RES_LG04	Legal & Governance	Expansion of the Legal Practice	210			210	Green	Based on last years performance this should be met depending upon the activity within the practice.
Res 18.19 05	Legal	Member meetings, member self service, change to standards regime	40			40	Red	Savings not achievable, not advisable due to recent judicial review of the processes in another council.
RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business	144			144	Green	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)	625			625	Green	On track
RES_F04	Finance & Assurance	Investment Portfolio	350			350	Green	On track
Res 18.19 04	Finance	Insurance Tender Efficiencies. The following Insurance Policies were re-tendered and savings of £35k per annum will be realised from 01/04/17.	35			35	Green	On track

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Res 18.19 03	Finance	Reduced contribution to the Insurance Fund - Harrow Council primarily self insures and makes an annual contribution from the general fund to the Insurance Fund. The annual contribution currently stands at £1,132,143. Due to tighter management of insurance claims, it is estimated that the contribution can be reduced by a further £50k. No implementation costs.	50			50	Green	On track
<b>sub - Resources Total</b>			<b>2,305</b>	<b>180</b>	<b>-</b>	<b>2,428</b>		
<b>Resources Total</b>			<b>2,305</b>	<b>180</b>	<b>-</b>	<b>2,428</b>		
<b>People Services</b>								
<b>Adults</b>								
PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	56			56	Red	Shortfall in delivery of income target together with further increased income requirement unlikely to be achieved. However this is expected to be mitigated in full across the internally provided services.

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PA_4	Adults	Milmans Community tender	184			184	Red	Community model (starting with Kenmore) was unsuccessful. These savings are expected to be mitigated in full through achievement of rental income (£128k in a full year) and maximisation of capacity at NRC's enabling externally funded placements to be supported through in house provision
PA01	Adult Social Care	Restructure of Adult Social Care Management Deletion of up to 7 management posts within Adult social care, whilst maintaining the number of staff required to support the delivery of care and Resilient Communities.	233	-	-	233	Amber	Following consultation senior management structure expected to be in place by 1st July (this will deliver majority of planned savings). Any shortfall in savings (current year only) expected to be mitigated through wider staff vacancies.

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PA02	Adult Social Care	Housing Provision with Floating Support A new modernised and flexible approach to supported living for vulnerable adults. Responding to the LGA Adults Finance Review which noted potential opportunities to be explored around housing options, given the number.	50	-	-	50	Amber	A number of projects are underway providing alternative support for vulnerable adults, with the expectation that this can be fully achieved.
PA03	Adult Social Care	Review of Floating Support Contracts Savings through supporting people in appropriate housing rather than high cost placements.	200	-	-	200	Amber	Delay of one month in retendered floating support and two months for mental health accommodation arising from an extended procurement process. Any shortfall expected to be mitigated within wider contractual efficiencies.
PA04	Adult Social Care	Retendering of Care Act Contracts to deliver efficiencies in contract cost	40	-	-	40	Green	Re-procured contracts commenced 1st April 2018 as planned. Procurement exercise achieved £33k of the £40k saving, balance expected to be mitigated within other re-procurement arrangements.



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PA05	Adult Social Care	Adult Services - Home In Harrow	719	1,251	-	1,970	Amber	New Adult Social Care vision, supported by re-deisgned pathway, including signposting to information and advice will support achievement of savings. Project and savings being closely monitored and reported accordingly.
		<b>Total Adult</b>	<b>1,482</b>	<b>1,251</b>	<b>-</b>	<b>2,733</b>		
<b>Children's Services</b>								
PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service	223			223	Green	Net saving is 0.5 fte principle social worker post which was deleted in 2017-18. Saving is achieved

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PC12	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable. The post affected is vacant, was deleted in 17.18	(185)			(185)	<u>Green</u>	Net saving is 0.5 fte principle social worker post which was deleted in 2017-18. Saving is achieved
PC15	Children & Young People	Review of posts in MASH	100			100	<u>Green</u>	On track
PC15	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(86)			(86)	<u>Green</u>	On track
PC28	Cross Service	Non-pay inflation	150	150		300	<u>Green</u>	Non pay inflation not included in children's budget and retained corporately. Saving is achieved

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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	Red	Net saving was intended to be reduction in SEN assessment & review service. Given the rise in demand in the number of young people with SEN the remainder of this saving is no longer considered achievable. This will be mitigated in other areas of the directorate
PC42	Special Needs Service	Demand has continued to rise in the number of young people with Special Educational Needs, in particular for post 16 provision up to age 25, as well as an increase in complexity of growth.	(413)			(413)	Red	Net saving was intended to be reduction in SEN assessment & review service. Given the rise in demand in the number of young people with SEN the remainder of this saving is no longer considered achievable. This will be mitigated in other areas of the directorate

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PC03	Commissioning & Strategy	Delete Capital Team The majority of the capital schemes for the School Expansion Programme have been completed or are near completion. Beyond 2017-18 there will be small numbers of rolling maintenance programmes which could be managed by the CDU in Regen. Any specific schools projects beyond that can be commissioned from the CDU and funded by capital as a capital project fee. This savings proposal deletes the revenue budget associated with the administration & project support. Project management has historically been capitalised. Estimated redundancy costs £40k unless staff can be transferred into CDU.	91			91	Green	Capital team has been deleted and remaining staff and functions transferred to Community Services and Regeneration as appropriate. Saving is achieved
		<b>Total Children's Services</b>	<b>393</b>	<b>150</b>	<b>-</b>	<b>543</b>		
			<b>393</b>	<b>150</b>		<b>543</b>		
<b>Public Health</b>								
PH_01	PH	Wider Health Improvement - 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 track

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PH_02	PH	Wider Health Improvement - breast feeding - saving scheduled for 2018/19 to allow service to develop alternative model.	65			65	Green	Breast feeding services included in re-procured 0-19 service which commences 1st July 2018.
PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)	1,500			1,500	Green	Reduced saving of £500k achieved following renegotiation of service delivery with contracted provider.
PH_11	PH	Drug and Alcohol - reduction in saving	(1,000)			(1,000)	Green	See above
PH_12	PH	Reduction to service - staffing reductions	795			795	<u>Green</u>	New structure implemented 1st April 2018 following cessation of shared service with Barnet. Following PHE engagement and staff consultation growth of £175k was allocated to reinstate three posts.
		<b>Total Public Health</b>	<b>1,264</b>	<b>-</b>		<b>1,264</b>		
		<b>People Services Total</b>	<b>3,139</b>	<b>1,401</b>	<b>-</b>	<b>4,540</b>		

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<b>Community</b>								
<b>Community and Culture</b>								
COM	Commissioning & Commercial	Income from expansion of Central Depot	239	246	681	1,166	Red	<p>Additional income from the depot is not possible until after the new depot which provides extra office and parking spaces has been built.</p> <p>The MTFS target was originally set to offset against the capital financing cost associated with the depot redevelopment work. This is mitigated in other areas within the division.</p>

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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.	200			200	Green	Plans are put in place to maximise licensing activities. The introduction of borough wide PSPO to address environmental issues and new enforcement powers under the Housing and Planning Act 2016 ensures that enforcement actions can be effectively undertaken.
COM_S12	Environment & Culture	Route Optimisation on food waste collection	150			150	Green	Waste Review is underway and the collection of all waste streams will be reviewed to deliver route optimisation.

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COM_S12	Environment & Culture	Route Optimisation on food waste collection This saving is predicated on the availability of a food waste transfer facility in a closer proximity. The latest update from West London Waste Authority is that the new facility is unlikely to be ready and in operation until Oct 2018, which means route optimisation is delayed to achieve cost efficiencies.	(75)	75		-	Green	Waste Review is underway and the collection of all waste streams will be reviewed to deliver route optimisation.
CE_5	Directorate Wide	Reduction of supplies & services budget	50			50	Green	18/19 budget adjusted to reflect the reduction in training, stationery and uniform budgets across the directorate.
CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.	34			34	Green	Restructure of Environmental Services completed. Post deleted.



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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.	50			50	Green	Restructure of Environmental Services completed. Posts deleted to meet budget availability.
CE_12	Commissioning Services	Project Phoenix - Commercialisation projects	1,525			1,525	Green	Plans are put in place to generate additional income from a range of commercial activities including parking, rent reviews, advertising, commercial waste, events etc. Income will be monitored regularly to track progress against the full target.
CE_15	Commissioning Services	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.	20			20	Green	Revenue budget reduced in 18/19 to reflect the saving target. The spend is capped within the budget availability.

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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.	20			20	Green	One post already deleted in 17/18 as part of the restructure.
CE_17	Commissioning Services	General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including removal of some supplies & services budget.	80			80	Green	Achieved by keeping 2 posts vacant in Community Engagement team, and salary recharge for externally funded projects.
CE_18	Commissioning Services	Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.	20			20	Green	Service Level Agreement price inflation uplift and new SLAs on energy management and FM.

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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.	22			22	Green	Achieved by deleting one post in FM team.
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	Green	The contract has since been extended to March 19. The saving is met by reducing contract spend.
E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects	50			50	Green	Staff resource allocation against capital and externally funded projects completed to ensure the target is achieved.

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E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.	12			12	Green	The street lighting replacement is on-going, with more lamp columns replaced with energy efficient lighting to ensure that the energy consumption is reduced. It is however likely that the energy price inflation will outstrip the financial saving arising from the reduction in energy consumptions.
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	Green	The contract is now on a pay as you go basis, so the level of spend will be subject to weather conditions in any given year.

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CC_2	Environment & Culture	<p>Library Strategy Phase 2 - delivery of network of libraries and library regeneration</p> <p>The original saving relates to the relocation of Gayton Library and Wealdstone Library. The new town centre library that replaces Gayton Library will be built by the developer as part of the redevelopment of 51 College Road. The latest timescale suggests that the new library will become operational no later than March 2020. Therefore the saving relating to Gayton Library (£159k) needs to be re-profiled to 2020/21 at the earliest.</p> <p>Wealdstone Library is likely to remain in Wealdstone Centre, and therefore the saving of £50k will not be achieved.</p>			159	159	Purple	Future year saving. It is anticipated to be achieved from rental saving once the new town centre library is open.
COM18.19_S01	Commissioning & Commercial Division - Parking	<p>Parking review - General efficiency review. Changes include the proposed Virtual Permits system.</p>	205			205	Green	Restructure completed during 17/18 with 3 posts deleted. Additional income anticipated from permits for new CPZs introduced.

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COM18.19_S03	Environment & Culture - Waste Services	Changes to the Household Recycle & Reuse Centre (HRRC) at Forward Drive 1. Restrict access for non residents to HRRC by introducing a charging regime for non residents. 2. Introduce charges for non household waste (e.g. building waste) deposited at HRRC by residents / non residents 3. Upgrade trade waste controls		20		20	Purple	Future year saving. Access restriction to the CA site already in place since Nov 2017. Any reduction in disposal costs for waste deposited at CA site will be reflected in 19/20 levy.
COM18.19_S04	Environment & Culture - Harrow Arts Centre	Reduce subsidy to the arts centre	150	150	137	437	Green	Investment in the new seating system to increase capacity will contribute to additional income. Introduced popular performances that will increase sales, coupled with marketing effort to promote these.

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COM18.19_S05	Environment & Culture - Waste Services	<p>Waste Services Review - implementing waste management strategy to include the following:                      1. Introduction of food / dry recycling in Flats                      2. Review collection regime and resources</p> <p>Total target saving of £500k, subject to detailed proposals to be developed as part of Waste Review and requisite Cabinet approval. One-off implementation costs anticipated and estimated at £150k, leading to a net saving of £350k in 19/20 and £150k in 20/21.</p>		500		500	Purple	Future year saving. Waste Review is already underway to scope work and identify saving opportunities.
COM18.19_S07	Commissioning & Commercial - Contracts Management	Savings from contract re-procurement		250		250	Purple	Future year saving. It is anticipated to be achieved through a number of major procurements being undertaken in 18/19.
COM18.19_S10	Commissioning & Commercial Division	Phoenix projects - Indicative net saving from the commercialisation of CCTV operations, subject to a business case.		200		200	Purple	Future year saving. A business case will be developed in 18/19.
Total Commissioning, Environment & Culture			2,882	1,441	977	5,300		

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<b>Housing</b>						-		
						-		
COM_G05.3	Housing	Homelessness - Extension of Property Purchase Initiative ( <b>Additional 50 homes</b> ) - Purchase of a further 50 homes for use as TA to reduce pressure on B&B.	469	225		694	<u>Green</u>	Saving fully reversed out by COM_G05.3 below therefore green



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COM_G05.3	Housing	Reversal - 'Homelessness - Extension of Property Purchase Initiative ( <b>Additional 50 homes</b> ) -The initiatives were included in the MTFs on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFs. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 50 homes, a gross saving of £948k is included in the MTFs. Capital financing costs are assumed at £573k leaving a net contribution to the MTFs of £375k	(274)	153		(375)	Green	<b>Composition of £528k</b> : net reversal : Savings reversed (17-18, 18-19 & 19-20) £257k net rent + £844k B&B; Additional saving to offset interest on borrowing so GF impact nil overall £573k, net £528k. Reversals fully offset savings required for additional 50, therefore green. Interest offset and interest £573, forecast to nil therefore no impact on 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.	(2)	42		40	Green	<b>Composition of £353k saving</b> : £130k net rent + £223k B&B

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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.	355	(4)		351	<u>Green</u>	savings; £223k fully reversed by CH_9; £130k net rent expected to be fully achieved therefore green

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CH_9	HGF	Reversal - 'Property purchase initiative - proposal to purchase 100 homes. - The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 100 homes a gross saving of £1.192m is built into the MTFS. £435k of this can be achieved through additional rental income leaving £757k non achievable which is now being reversed out of the budget, £736k in 2018/19 and £21k in 2019/20.	(223)	(21)		(757)	<u>Green</u>	Saving reverse

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Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	Rag rating	Comment
			£000	£000	£000	£000		
COM18.19_S08	Housing	Housing Related Support Procurement	100			100	Green	Pressures expected £37k as result of late contract start date and unbudgeted TUPE expenditure; overall containment expected with Hsg GF therefore green
		<b>Total Housing</b>	425	395	-	53		
		<b>Community Total</b>	3,307	1,836	977	5,353		
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.	2,000	0		2,000	Green	Saving reverse

# 2018-19 MTFS Savings Tracker

Appendix 3

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	Rag rating	Comment
			£000	£000	£000	£000		
PO 03	Pan Organisation	Reversal - Regeneration Indicative net income realised from a long term regeneration strategy for the borough. . The Regeneration Programme is on going and key schemes are either in planning or about to be submitted but the income will not be realised by 2018/19 as originally anticipated. 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.	(2,000)	0		(2,350)	Green	Saving reverse
REP18.19_S01	Development Control	Additional Planning/Development Management Income - Review of pre-application fees - Income from Proceeds of Crime work relating to planning enforcement	25			25	Green	Pre-application fees have been reviewed as part of annual fees & charges process.
REP18.19_S02	Building Control	Additional Building Control Income by - working for development partners outside the Borough (such as for Redrow in Luton) - sales of specialist services (such as Fire Officer).	25			25	Green	Working with development partners on-going to increase income.
		<b>Net Savings Regeneration</b>	50	-	-	(300)		
		<b>Total Net Savings</b>	<b>8,801</b>	<b>3,417</b>	<b>977</b>	<b>12,021</b>		