

Summary Savings and Growth 2019/20 to 2021/22								Appendix 1	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20	2020-21	2021-22	Total	Rag Rating	Comment (Comment relates to 2019/20 savings only)
				£000	£000	£000	£000		
<b>Resources Directorate</b>									
1	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)	Green	On track now that £231k DFG funding has been agreed for Careline throughout 2019/20
2	Res 18.19 01	Customer Services	Review of Postal Process - the post room will sort in bound 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.	(30)			(30)	Amber	The achievement of the savings is on track, however the risk exists as this is a demand led service and it is uncertain what will be the take up of the newly established hybrid mail delivery by directorates. This can impact directly the overall postal cost. Work is ongoing to assess and monitor where mail can be sent out electronically in order to reduce postal costs to ensure that the MTFS saving is met
3	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.	(50)			(50)	Green	Savings have been achieved

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4	RES 2019-20 S1-4	Customer Services	Reduction in Customer Channels (A) - closing telephony & email channels across Council Tax, Housing Benefits, Planning & Building Control and only accepting on-line applications following the release of new on-line services by April 2019.	(75)	(135)		(210)	Green	Telephone lines for Education & School Admissions have been closed. Business analysis and technical solutions are underway to close Public Realm lines from 1st October.
5	RES 2019-20 S1-5	Customer Services	Reduction in Customer Channels (B) - closing telephony & email channels across Council Tax, Housing Benefits, Planning, Building Control, Education, Parking & Switchboard and only accepting on-line applications following the release of new on-line services by April 2019/20.		(175)	(175)	(350)	Purple	Future year's savings
6	RES 2019-20 S1-6	Business Support	Review of Business Support for Children's Services - Lean review of Children's Services and associated business support.	(80)	(20)		(100)	Green	Reduction in staffing made following Lean review of service
7	RES 2019-20 S1-9	Technology & Transformation Services	Printing Savings: ongoing reductions in print volumes have permanently reduced costs and savings can be taken. This has been increased from £30k to £70k following resolution of other pressures on contract indexation	(70)			(70)	Green	Savings have been achieved
9	RES 2019-20 S1-13	Legal	Additional Legal Hours, Growth of £530k was added to the budget for 2019/20 in connection with additional usage of legal services within Harrow Council. Only 50% of this growth is required in 2019/20 and the remaining 50% can be fully removed in 2020/21.	(265)	(265)		(530)	Green	The savings for the Financial Year 2019/20 have been achieved. The following year may be at risk. To be reviewed later in the year.



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13	PA05	Adult Social Care	Adult Services - Home In Harrow	(1,251)	0		(1,251)	Amber	The MTFS saving of £1.251m represents three savings projects and are reported net of implementation costs: Reviews (£895k), Harrow is Home (£400k), Telecare (£151k) less implementation costs (£195k). The telecare savings of £151k largely reflects cost avoidance and as a result the Resilient Harrow board have agreed to add this target to the reviews target. Projects have commenced, reviews are being undertaken and identification of alternative care settings under the core and cluster model is underway. There may be some risks in fully achieving the reviews target as care must be provided to assessed need under the Care Act. The Resilient Harrow board will be tracking the delivery of savings targets on a monthly basis enabling this to be reported as part of the corporate forecast outturn position
			<b>Adult Services total</b>	<b>(1,251)</b>	<b>-</b>	<b>-</b>	<b>(1,251)</b>		
14	PC28	Cross Service	Non-pay inflation	(150)			(150)	Green	Savings have been achieved

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15	PC01	Children & Young People Services	Children's Placements & Accommodation and other client related spend. Continued reduction of cost of placements through frequent tracking panels and step down through Keeping Families Together (KFT), as well as reduction in requirement for placements through KFT prevention of care and reunification. This includes other client related spend and associated legal costs	(831)			(831)	Amber	Savings will be monitored throughout the year to ensure achieved as is at risk of fluctuations in demand for statutory services
			<b>Children's Services total</b>	<b>(981)</b>	<b>-</b>	<b>-</b>	<b>(981)</b>		
			<b>People total</b>	<b>(2,232)</b>	<b>-</b>	<b>-</b>	<b>(2,232)</b>		
<b>Community</b>									
16	COM	Commissioning & Commercial	Income from expansion of Central Depot	(246)	(681)		(927)	Red	The saving targets were included in the 17/18 MTFS to reflect the repayment of capital financing costs of the capital investment of £24m in relation to depot redevelopment. Additional income from the depot expansion is not achievable until after the new depot which provides extra office and parking spaces has been built. The scheme had to obtain planning consent again following Cabinet approval of additional floors on the development during 18/19. This results in a delay in completing the construction work. Mitigations are being identified to meet the saving target within the directorate.

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17	COM_19.20S05	Commissioning & Commercial	Redevelopment of Central Depot (Additional areas) Further maximisation of the use of the depot site to deliver additional areas for commercial income generation, following Cabinet approval of the increase in capital programme for the site in July 18.	-	(473)	-	(473)	Purple	Future year's savings. This is expected to be achieved from commercial lettings relating to the additional floors of offices and car parking.
18	COM_S12	Environment & Culture	Route Optimisation on food waste collection	(75)			(75)	Green	Route optimised to incorporate the new food waste collection service for flats into existing rounds.
19	CC_2	Environment & Culture	Library Strategy Phase 2 - delivery of network of libraries and library regeneration 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.		(159)		(159)	Purple	Future year's savings

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20	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)	Green	Changes to the Household Recycle & Reuse Centre (HRRC) at Forward Drive have been implemented. The impact of the changes will be monitored through waste tonnage brought to the HRRC.
21	COM18.19_S04	Environment & Culture - Harrow Arts Centre	Reduce subsidy to the arts centre	(150)	(137)		(287)	Amber	The saving is expected to be achieved through additional hire income from the increase in room lettings facilities. There is a budget allocation in the 2019/20 capital programme to refurbish derelict buildings and complete new build to provide the additional capacity. There has been a delay in progressing the capital works on the site as part of the delivery of a masterplan for the site. It is also identified that additional capital funding will be required to deliver all proposed works included in the GLA funding bid. Options are being considered to address this. The completion of Studio Theatre conversion is scheduled by the end of Dec 19, which will enable a part-year rent income in 19/20. Mitigations have been identified to achieve part of this saving through the projected increase in income from performances and existing room hire. These will deliver a saving of around £80k, leaving £70k still to be found.



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22	COM18.19_S05	Environment & Culture - Waste Services	<p>Waste Services Review - implementing waste management strategy to include the following:</p> <ol style="list-style-type: none"> <li>1. Introduction of food / dry recycling in Flats</li> <li>2. Review collection regime and resources</li> </ol> <p>Total target saving of £500k is 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)	Green	<p>Waste services review completed. New staffing structure is being implemented, it is expected that the restructure will achieve £300k savings.</p> <p>The introduction of new food waste collection service in flats is expected to increase recycling, resulting in savings in disposal costs. Waste disposal tonnage will be continually monitored throughout the financial year.</p>
23	COM18.19_S07	Commissioning & Commercial - Contracts Management	Savings from contract re-procurement	(250)			(250)	Amber	Reprocurement of major contracts have taken place in 2018/19 which had secured about £200k in 2019/20. The remainder is yet to be identified.
24	COM18.19_S10	Commissioning & Commercial Division	Phoenix projects - Indicative net saving from the commercialisation of CCTV operations, subject to a business case.	(200)			(200)	Amber	The service is currently preparing the contract documentation in readiness for the procurement of CCTV infrastructure including a new alarm receiving centre (ARC), which is expected to help generate additional income through the use of technology to commercialise the CCTV service. The new ARC is not expected to be ready until about January 2020 due to planning requirements. Other options will be explored to achieve this MTFs target.



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25	COM_19.20S01	Libraries	<p>Review of Libraries Service</p> <p>Review of operational arrangements to revise opening hours of libraries to meet public demand.</p>	(50)	(50)		(100)	Green	Restructure completed. The new structure is being implemented.
26	COM_19.20S02	Development Management	<p>Increase in Planning fees Income</p> <p>Following a 20% national fees increase in early 2018, the income for planning applications is anticipated to increase if the number of applications remains at a similar level. However, this needs to be balanced against the additional costs of running the planning service. For 19/20, the income is supplemented by strategic development coming forward and greater use of planning performance agreements to manage the planning process. In light of this, it is possible to make a one-off contribution to the MTFs in 19/20 and the projected net additional income is reduced to £50k in 20/21.</p>	(100)	50		(50)	Green	There is a number of planning performance agreement activities in the pipeline to give confidence that this target will be achieved.
27	COM_19.20S03	Development Management	Commercialisation of Building Control Service, subject to a business case.	(20)			(20)	Green	This is anticipated to be met from on-going consultancy activities.

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27	COM_19.20S04	Commissioning & Commercial	Redevelopment of the Vernon Lodge Homelessness Hostel and the Atkins House Site The maximisation of the assets to increase the homelessness provision at Vernon Lodge while providing capacity to generate additional income at both Vernon Lodge and Atkins House following Cabinet approval of the redevelopment work in July 18. Gross savings.	(130)	(80)	(643)	(853)	Amber	The income profiled to 2019-20 relates only to Atkins House Site. The income from Atkins House was originally anticipated for the end of May but this will now be delayed as a new gas main is required. The gas main work is now scheduled to take place towards the end of June and therefore the units are anticipated to be ready for occupation from August 19. Part year net income of around £90k is projected for 19/20. Mitigations are to be identified for the remainder of the saving target.
28		Commissioning & Commercial	Additional Financing Income : Banister (25k) Harrow Weald Toilet (£11k) Probation Centre (£275k) Drones (unmanned aerials) (£92k)			(403)	(403)	Purple	Future year's savings
29	COM 18.19_G02	Commissioning & Commercial	The growth in population and households in the borough over the last few years has placed additional pressures on Waste Services. The additional workload arising from the increasing number of new housing developments can no longer be absorbed within the existing number of waste rounds. £720k growth was allocated in 2018.19; this £255k is the partial reversal of this growth.	(255)			(255)	Red	A reduction in the level of budget in Waste Services will adversely impact on the capacity to deliver frontline services and reduce service standards. This will be met from Corporate contingency in 19/20.
			<b>Community and Culture</b>	<b>(1,996)</b>	<b>(1,530)</b>	<b>(1,046)</b>	<b>(4,572)</b>		

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31	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.	(225)			(225)	Green	
32	COM_G05.3	Housing	Reversal - 'Homelessness - Extension of Property Purchase Initiative (Additional 50 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 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	(153)			(153)	Green	<u>Additional properties</u> : All MTFS savings reversed out leaving £573k additional income and B&B costs avoided, fully offset by equal and opposite interest cost held centrally; approval granted to proceed in phases.
33	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.	(42)			(42)	Green	

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34	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.	4			4	Green	
35	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.	21			21	Green	First 100 properties : Overachievement of MTFS savings 2018-19 indicates programme is on track for achievement of remaining savings in 2019-20. Financial modelling to be revised as part of Qtr 1 monitoring and this will be reported as part of in year monitoring.

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36		HGF	Gayton Road Income	(500)			(500)	Green	72 units will continue to be used as temporary accommodation in the short term thereby mitigating homelessness pressures on General Fund; HRA Capital receipt expected to reduce borrowing exposure on General Fund assuming units are transferred.
			<b>Housing Total</b>	<b>(895)</b>	<b>-</b>	<b>-</b>	<b>(895)</b>		
			<b>Community Total</b>	<b>(2,891)</b>	<b>(1,530)</b>	<b>(1,046)</b>	<b>(5,467)</b>		
			<b>Total Savings</b>	<b>(5,946)</b>	<b>(2,125)</b>	<b>(2,947)</b>	<b>(11,018)</b>		

Green - Low or no risk to delivery of savings	Clear delivery plans in place
	Project running to timescale
Amber - Medium/some risk to delivery	Potential for slippage but project will be delivered as originally intended but not within timescale, so saving will not be fully realised.
Red - High risk to delivering forecast savings	Project may have started but will deliver <b>no</b> savings in the current financial year
	Project cannot be delivered but underspends found elsewhere to mitigate savings.