

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
Resources Directorate									
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	Savings have been achieved.
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)	Green	The achievement of the savings is on track.
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.
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)	Amber	Telephone lines for Education & School Admissions have been closed. The decision to close the telephone lines for Public Realm are predicated on a programme of IT development being completed which has not been possible due to management capacity issues. As a result, £50k saving allocated for this year is at risk of being pushed back by six months.
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.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
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.
10	RES 2019-20 S1-14	Procurement	Delete a Category Officer post in the Procurement team - A cashable saving can be made by deleting one of the four Category Officer posts.	(53)			(53)	Green	Savings have been achieved.
11	RES 2019-20 S1-15	Finance	Reduction in the Contribution to the Insurance Fund. The further reduction of £100k of the General Fund contribution to the Insurance Fund takes the annual contribution to the minimum required based on the claims history.	(100)			(100)	Green	Savings have been achieved.
12	RES	Finance	Investment Income: Income from investing in commercial properties			(1,726)	(1,726)	Purple	Future year's savings
Resources Total				(823)	(595)	(1,901)	(3,319)		
People Services									
Children's Services									
13	PA05	Adult Social Care	Adult Services - Home In Harrow	(1,251)	-		(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
Adult Services total				(1,251)	-	-	(1,251)		
14	PC28	Cross Service	Non-pay inflation	(150)			(150)	Green	Savings have been achieved

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
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 continue to be monitored throughout the year to ensure achieved as is at risk of fluctuations in demand for statutory services
			Children's Services total	(981)	-	-	(981)		
			People total	(2,232)	-	-	(2,232)		
Community									
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. The non-achievement is reported in the revenue forecast. The pressure is partially mitigated by an over-achievement of rent income within the corporate property portfolio.
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	There is a revised timeline for the completion of the depot project. The Council is also in the process of procuring a Strategic Development Partner to take forward its Regeneration Plans for three core sites. The provision of a new Civic Centre is included in these plans. The results of the procurement process will not conclude and be reported to Cabinet until approximately June 2020. Until the detailed plans for the new Civic Centre are known, it cannot be determined if the two additional floors at the depot will be required for staff accommodation or commercial rental purposes. It is therefore considered prudent to remove the income target from the current MTFS and when plans are finalised a decision can be made whether the target is re stated.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
18	COM_S12	Environment & Culture	Route Optimisation on food waste collection	(75)			(75)	Red	A reduction in the number of waste rounds isn't feasible following the introduction of food waste collection in flats using existing resource. This saving has been taken into account as part of the 20/21 MTFS refresh process.
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
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 delivered to the HRRC.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
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 Jan 2020, 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 in 19/20. The remaining £70k is reported in the revenue forecast as pressure. £137k of MTFs savings relating to the Arts Centre is re-profiled beyond the 2020/21 MTFs to reflect the revised timeline for the capital improvements to the Arts Centre.
22	COM18.19_S05	Environment & Culture - Waste Services	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 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	(500)			(500)	Green	Waste services review completed. New staffing structure implemented, it is expected that the restructure will achieve £300k savings. 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.
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. This is reported in revenue forecast as pressure.
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)	Red	Contract documentation has been drafted 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. As a result of the revised depot construction timetable, the new ARC is not expected to be ready until late 2020. This is being mitigated by the forecast over-achievement of Network Management income.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
25	COM_19.20S01	Libraries	Review of Libraries Service Review of operational arrangements to revise opening hours of libraries to meet public demand.	(50)	(50)		(100)	Green	Restructure completed. The new structure is being implemented.
26	COM_19.20S02	Development Management	Increase in Planning fees Income 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.	(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.
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 was delayed as a new gas main was required. The gas main work has been completed and the units are now ready for occupation. Part year net income of around £85k is projected for 19/20. The remaining target is mitigated by an over-achievement of rent income within the corporate property portfolio.
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

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
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. This saving has been taken into account as part of the 20/21 MTFS refresh process.
Community and Culture				(1,996)	(1,530)	(1,046)	(4,572)		
31	COM_G05.3	Housing	Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) - Purchase of a further 50 homes for use as temporary accommodation to reduce pressure on Bed and Breakfast.	(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	(153)			(153)	Green	Additional properties : All MTFS savings reversed out leaving £573k additional income and B&B costs avoided, fully offset underspend in financing costs held centrally and external grant
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	
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	

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
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 corroborates this will be kept under review.
36		HGF	Gayton Road Income	(500)			(500)	Amber	The 72 affordable units at Gayton Road are forecasting a shortfall in net rental income of £241k against a MTFS income target of £500k. Units transferred to HRA from 1 st October 2019; shortfall will be met from corporate contingency.
			Housing Total	(895)	-	-	(895)		
			Community Total	(2,891)	(1,530)	(1,046)	(5,467)		
			Total Savings	(5,946)	(2,125)	(2,947)	(11,018)		