

| 2020-21 Savings Update | | | | | | | | |
|------------------------------|----------------------|--|---------|---------|---------|-------|------------|---|
| Item No | Unique Reference No. | Headline Description re: saving / reduction | 2020-21 | 2021-22 | 2022-23 | Total | Rag Rating | Comment - (Comment relates to 2020/21 savings only) |
| | (1) | (3) | (10) | (11) | | (12) | | |
| | | | £000 | £000 | £000 | £000 | | |
| Resources Directorate | | | | | | | | |
| 1 | RES 2 | Access Harrow /Contact Cente - delete one post in the Adults team | (35) | | | (35) | Green | Savings achieved, post deleted prior to 2020/21. |
| 2 | RES 3 | Revenues - delete 0.5 FTE which covers the Capita contract resilience | (25) | | | (25) | Green | Savings already removed from Revenues budget - achieved |
| 3 | RES 4 | Benefits - delete two posts over two years | (33) | (33) | | (66) | Green | £33k already removed from budget and on target to deliver the other £33k in 21/22 |
| 4 | RES 5 | Delete one FTE across finance function | (30) | | | (30) | Green | Savings already achieved , deletion of a vacant post. |
| 5 | RES 2019-20 S1-4 | 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. | (135) | | | (135) | Green | Savings already achieved , deletion of a vacant post. |
| 6 | RES 2019-20 S1-5 | 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) | Amber | Savings at risk, first year implementation in Revenues and Benefits sections should have started from 1st October 2020, however the preparatory work (digital services and consultation) are not complete as staff are not allowed in the office due to COVID situation. Progress |
| 7 | RES 2019-20 S1-6 | Review of Business Support for Children's Services - Lean review of Children's' Services and associated business support. | (20) | | | (20) | Green | Savings achieved, post deleted prior to 2020/21. |

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| 8 | RES 2019-20 S1-13 | Additional Legal Hours 'Growth of £530k was added to the budget for 2019/20 in connection with additional usage within Harrow of legal services. Only 50% of this growth is required in 2019/20 and the remaining 50% can be fully removed in 2020/21. | (265) | | | (265) | Green | Savings achieved |
| 9 | RES | Investment Income : Income from investing in commercial properties | | (1,726) | | (1,726) | Purple | |
| 29 | COR 04 | Income from £100m Investment Property Purchase | (150) | (1,175) | (1,175) | (2,500) | Green | Savings achieved for 2020/21. The savings on the shedule are net figures. For 2020/21 gross saving is £450k while the capital financing cost is £300k. For 2021/22 and 22/23 the gross savings are £3.525m in each year while the capital financing cost is £2.350m in each year. |
| | | Resources total | (868) | (3,109) | (1,175) | (5,152) | | |
| People Directorate | | | | | | | | |

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| 10 | PC_01 | <p>Reduction in expenditure in relation to children's placements, accommodation and client related spend.</p> <p>Targeted early intervention and support to prevent young people from coming into care or stepping young people down from care where it is safe to do so. Targeted actions continue to reduce the average cost of service provision through negotiation with providers and continued maximisation of capacity available within block contracts services and council properties.</p> | (410) | (410) | | (820) | Amber | Monitoring of achievement is required during the year as savings are at risk due to fluctuations in demand |
| Children and Young People Total | | | (410) | (410) | | (820) | | |
| Community Directorate | | | | | | | | |
| 11 | COM_20.21_S01 | <p>Substitute funding for 2 existing job brokers with external grant in 2020/21. External funding has been secured as part of Strategic Investment Pot (SIP) over 2 years. Part of this grant is earmarked for funding staffing costs. The proposed funding substitution means the delivery of the programme will have to be incorporated into the work of existing staff. If no further funding is secured beyond 2020/21, one post will be deleted and the other one retained.</p> | (90) | 45 | | (45) | Green | Saving achieved. |

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| 13 | COM_20.21_S02 | Automatic Public Convenience (APC) 'The removal of the APC situated at Pinner Road in previous year results in a saving on hire and maintenance costs. | (25) | | | (25) | Green | Saving achieved. The lease of the APC has been terminated. |
| 14 | COM_20.21_S03 | Removal of base budget from October 2020 for 4 positions that are currently 67% grant funded - either securing further external funding to 100% fund these posts or deleting the posts. These 4 FTC positions are created as part of the successful bid to HLF for the Headstone Manor refurbishment project. HLF funding will end in Sept 2020, thereby the future of these posts will be dependent on the availability of further external funding. | (22) | (22) | | (44) | Red | The removal of base budget from October 2020 for 4 positions that are currently 67% grant funded is expected to be delayed until 31 March 2021. This is a direct result of the onset of the pandemic; it is expected, however, that this saving will be achieved in full in 2021/22. |
| 15 | COM_20.21_S04 | Achieving full cost recovery from Travellers site-'The council has a duty to provide suitable accommodation for Gypsy and Travellers and use Watling farm site for this purpose.Saving proposal is to seek a cost neutral outcome for the council to be achieved by increased charges to the current licensees and/or agreement for the cost of repairs and maintenance to be passed over to the occupiers. | | (14) | | (14) | Purple | Awaiting plan from Head of Resident Services |

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| 16 | COM_20.21_S05 | Reduction in EACH contract and Sheltered housing support from April 2020- Each contract to be transferred to floating support scheme and reduction in sheltered housing support proposed to finance through enhanced housing management service charge which is HB eligible/ or reduce scope of the service provided. | | (68) | | (68) | Purple | [1] EACH contract £30k transfer to Floating Support - expected to be achieved through FHSG [2] Sheltered Hsg Support - expected to achieve through reduction in scope service and enhanced management charge which is eligible for Housing Benefit - Domestic Abuse services contract with Hestia (to which Housing contributes GF budget for refuge and floating support) extended. Project team in place for procurement exercise - currently seeking feedback from internal colleagues on current services. |
| 17 | COM_20.21_S06 | Removal of GF funded base budget for 1 position from April 2020 - As part of the Housing Services management re organisation the vacant post of Head of Service for Business Development & Transformation has been deleted. | (18) | | | (18) | Green | Savings achieved. |
| 18 | COM_20.21_S07 | Building Control - Additional income from commercialisation of the service | | (20) | | (20) | Purple | Future year saving, however the health pandemic is likely to adversely impact on the number of building control applications as a slow economic recovery is anticipated. |
| 19 | COM | Income from expansion of Central Depot | (681) | | | (681) | Red | The target was originally added to the MTFs to reflect the funding for the capital financing costs of the depot redevelopment project. The timeline for completing the project has been delayed. This target is now included in the wider financial and commercial review, which is being worked through to identify mitigations. |

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| 20 | CC_2 | 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) | Green | Gayton Library will be replaced by the new town centre library. The fit out of the new library was originally scheduled to be completed by the end of April 2020 with the new library due to open in mid-May 2020. This is now further delayed due to the health pandemic. However, an agreement has been reached with the landlord of Gayton Library for an extension to the lease until the 31st August 2020 on a rent free basis, therefore the MTFs saving can be achieved in full. |

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| 22 | COM_19.20 S01 | <p>Review of Libraries Service</p> <p>Review of operational arrangements to consider minimum staffing level and/or opening hours of libraries in the next 6-9 months through the work with the cross party working group. The estimated financial saving will be available once the proposal is developed. To deliver a service model in line with the new vision for Libraries which is to be developed by the cross party working group. Externalisation of the service will also be considered, to identify a suitable provider to deliver the service for the Council. It should be noted that, the libraries budget was insufficient to pay for Carillion's cost in the past due to the unbudgeted contract indexation. It remains the case for the in-house service provision, with an estimated budget pressure of circa £150k in 18/19 (to be met from one-off libraries reserve). There is a growth budget in the existing MTFS, originally intended for contract indexation (£175k in 19/20 and £25k in 20/21). This will be needed to fund the in-house service to meet the current operating arrangements.</p> | (50) | | | (50) | Green | Changes to opening hours and staffing reorganisation already completed during 2019/20. This saving in 2020/21 represents the full year effect of the reduction in staffing costs. |

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| 23 | COM_19.20 S02 | Increase in Planning fees Income NB: this is predicated on diverting further CIL monies to fund Harrow Local Plan Review instead of using planning income as originally planned. | 50 | | | 50 | Green | This figure shown in 2020/21 reflects a reduction of MTFS target from £100k in 2019/20 to £50k in 2020/21. Albeit not a saving target, it should be noted that the health pandemic resulted in an adverse impact on the number of planning applications in the early part of the financial year. This may be compensated by the income from Planning Performance Agreements and will be closely monitored. |
| 24 | COM_19.20 S04 | 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. | (80) | (643) | | (723) | Red | Rent income from Atkins House following the completion of refurbishment work will ensure that the 2019/20 MTFS target of £130k is achieved in full in 2020/21. The MTFS targets of £80k and £643k in 2020/21 and 2021/22 respectively relate to the assumed rental income from the redevelopment of Vernon Lodge. The originally planned scheme at Vernon Lodge is no longer progressed. A revised business case for the project is currently being reviewed, along with the inclusion of the Probation Centre as part of a wider proposal to provide homeless accommodation, to assess the financial viability of the scheme. Therefore the 2020/21 saving is not achievable, however there is a corresponding saving on capital financing cost as the capital budget is not spent. The Capital financing cost assumed in 2020/21 is £190k |

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| 26 | | Additional Financing Income : Banister (25k) Harrow Weald Toilet (£11k) Probation Centre (£275k) Drones (unmanned aerials) (£92k) | | (403) | | (403) | Purple | Future year saving, which reflects the capital financing cost of various capital projects. Some capital projects have been delayed or are being reassessed, therefore the MTFs target will have to be reviewed as part of 2021/22 refresh. |
| Community Total | | | (1,075) | (1,125) | - | (2,200) | | |
| Corporate | | | | | | | | |
| 28 | COR 03 | SEN Transport efficiency from Transformation | (400) | (400) | | (800) | Red | The saving in 2020/21 is not forecast to be achieved. This saving is being offset against underspends in the Capital financing budget. |
| 31 | COR 06 | Transformation Target - additional £1m over and above SEN Transport target per annum | | (1,000) | (1,000) | (2,000) | Purple | Future year savings |
| 27 | COR 02 | Gayton Road - income from 53 PRS units | (450) | (144) | (47) | (641) | Green | Savings achieved |
| Corporate Total | | | (850) | (1,544) | (1,047) | (3,441) | | |
| Total Savings | | | (3,203) | (6,188) | (2,222) | (11,613) | | |

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| Green - Low or no risk to delivery of savings | |
| Amber - Medium/some risk to delivery | |
| Red - High risk to delivering forecast savings | |
| Purple | |

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| Clear delivery plans in place |
| Project running to timescale |
| Potential for slippage but project will be delivered as originally intended but not within timescale, so saving will not be fully realised. |
| Project may have started but will deliver no savings in the current financial year |
| Project cannot be delivered but underspends found elsewhere to mitigate savings. |
| Future year's savings |