

Council

Thursday 30 September 2021

Confirmation of Cabinet and Committee Recommendations and relevant Originating Background Papers

Item on Summons	Cabinet / Committee Recommendation	Originating Report
	Recommendation I: Licensing and General Purposes Committee (2 September 2021)	
11.	Review of Polling Places and Polling Districts	Report of Director of Legal & Governance Services (Pages 3 - 72)
	Recommendation I: Overview and Scrutiny Committee (20 April 2021)	
14.	Scrutiny Annual Report 2020-21	Report of Director of Strategy & Partnerships (Pages 73 - 94)
	Recommendation II: Overview and Scrutiny Committee (20 April 2021)	
15.	Scrutiny Work Programme 2021-22	Report of Director of Strategy & Partnerships (Pages 95 - 108)

Item on Summons	Cabinet / Committee Recommendation	Originating Report
18.	Information Report - Remuneration Packages of £100,000 or greater	Report of Corporate Director People (Pages 109 - 126)
19.	Information Report - Remuneration Package and Severance Payment of £100,000 or greater	Report of Corporate Director Resources (Pages 127 - 136)



**Report for: Licensing and General
Purposes Committee**

Date of Meeting:	Thursday 2 September 2021
Subject:	Review of Polling Districts and Polling Places
Responsible Officer:	Hugh Peart – Director of Legal & Governance Services
Exempt:	No
Wards affected:	All
Enclosures:	Appendix A – Map of Current Ward Arrangements Appendix B – Map of Future Ward Arrangements Appendix C – Number of Councillors to be elected per Ward Appendix D – Recommendations of the Polling District Review Working Group Appendix E – Specific Details of Proposals for Each Polling District Appendix F – Equality Impact Assessment (To Follow)

Section 1 – Summary and Recommendations

In accordance with the Electoral Registration and Administration Act 2013 the Council is required to undertake a review of its polling districts and polling places. A Working Group was established to undertake this review and the recommendations of the Working Group are attached at Appendix D.

Recommendations (To Full Council):

- (a) To approve the recommendations of the Working Group in relation to the individual polling districts and polling places for all future elections with effect from May 2022 to May 2027; and
- (b) any further changes in venue within a polling district be agreed by the Returning Officer in consultation with ward members.

Section 2 – Report

In accordance with the Electoral Registration and Administration Act (The Act), a Working Group and its terms of reference, and membership was established and agreed by this Committee on 6 February 2019 to initially review and confirm that the arrangements in place at the time were still suitable. These arrangements were subsequently agreed by this Committee on 16 January 2020. The current ward arrangements are attached as Appendix A to this report.

The Working Group comprised of Councillors Keith Ferry (Chair), Jeff Anderson, Jerry Miles, Christopher Baxter and Richard Almond. Mr David Ashton was a co-opted Member of the Working Group.

Whilst The Act requires the Council to undertake a review every 5 years, in 2018/19, the Local Government Boundary Commission for England (LGBCE) reviewed proposals for new ward arrangements in Harrow which included reviewing the number of wards, their boundaries and the number of councillors per ward. As a result of this review the number of Councillors to be elected at the Local Elections in May 2022 is reducing from 63 to 55. The number of wards is increasing from 21 to 22 with a mixture of two-member and three-member wards. This was reported to the Committee at its meeting on 6 February 2019. Appendices B and C provide a map of the new ward boundaries and the number of Councillors to be elected for each new ward.

As a result of this, a further review of the polling districts is required before the changes are implemented in time for the Local Elections to be held on Thursday 5 May 2022.

At its meeting on 16 January 2020, this Committee instructed the Working Group to undertake a full review of the polling districts and polling places in Harrow in light of the ward boundary changes implemented by the LGBCE.

The Working Group held a number of meetings throughout 2020 and 2021 to consider new polling district and polling place arrangements. In conducting its work, it established the following criteria in developing their proposals as follows:

- Where possible to use current polling districts as a major part of the new districts and / or natural boundaries;
- All Polling Stations should be accessible or adaptations made where necessary;
- Insofar as it is possible, the polling station should be situated in the polling district;
- Based on EC guidance to ideally have no more than 2,500 electors per polling station.

Proposals on new Polling Districts and Polling Places were developed by the Working Group working closely alongside Council officers. The Working Group identified a number of new potential venues as polling stations and officers were requested to obtain venues agreement to use as polling station. These new venues have subsequently agreed to being used as polling stations for future elections in Harrow. The results are summarised in Appendix D to this report and the number of polling stations in Harrow will increase from 120 to 130.

The proposals developed were subject to a public consultation which commenced on 14 June 2021 and ended on 23 July 2021. The notice of the review was published on the Council's website and sent to all Members of Council, Members of Parliament for Harrow East, Harrow West and Ruislip Northwood and Pinner Constituencies, the Member of the London Assembly for Brent and Harrow, current polling stations and the Electoral Registration Officer for Hillingdon (in relation to the current areas within Harrow forming part of the Ruislip, Northwood and Pinner Constituency).

Representations were received from 47 responders. The comments can be summarised as follows:

- 31 responses were received objecting to the use of Aylward Primary School as a polling station for Canons Polling District 2 with the majority proposing the use of William of York Roman Catholic Church Hall as an alternative venue;
- 9 responses agreeing with the proposals;
- 1 response asking for Priory Way and Manor Road to be removed from the list of streets for Headstone Polling District 1;
- 1 response querying the purpose of the review;
- 1 response asking for Learner Drive and Newton Close to be moved from Roxbourne Polling District 3 into Polling District 2, for ease of accessibility to the polling station;
- 1 response asking if a bigger room can be used within Whitmore High School as the polling station;

- 1 response asking if Blackwell Hall can be used as the polling station for the entire Harrow Weald Ward;
- 1 response asking that Wealdstone North Polling District 1 should include The Meadow Way, Church Lane and The Bye Way and that these electors should vote at the Sri Lankan Muslim Cultural Centre of Harrow and electors in Harrow Weald Polling District 4 should vote at the Whitefriars Children's Centre Delivery Site.

Officers have considered the comments received and responses are as follows:

- Due to the number of objections raised, it be agreed that the William of York Roman Catholic Church be used as a Polling Station for Canons Polling District 2 instead of Aylward Primary School;
- The removal of Priory Way and Manor Road from Headstone Polling District 1 be agreed as there are no residential properties that fall into this Polling District;
- The review is required as the Council need to revise its polling district and polling places arrangements as a result of the LGBCE review into Harrow's ward arrangements;
- The proposal to move Learner Driver and Newton Close into Roxbourne Polling District 2 be agreed;
- The Returning Officer will continue to liaise with Whitmore High School on securing a bigger room to use as a Polling Station;
- Harrow Weald Ward is sub-divided into Polling Districts. Blackwell Hall falls within one of these polling districts but other polling stations are also required for the others to ensure that polling stations are accessible to all electors.

The Working Group considered the representations made as part of the consultation and the Returning Officer's response to these. The Working Group's final recommendations are summarised in Appendix D for recommendation to Full Council for approval.

Legal Implications

Under s.18C of the Representation of the People Act 1983, the Council has a legal duty to undertake a review of polling districts and places every five years. This requirement was introduced in accordance with the provisions Electoral Registration and Administration Act 2013, with the first review having taken place in November 2014. Each review must be completed within 16 months of 1 October every five years, starting with 1 October 2013.

Financial Implications

No funding is available from Central Government to undertake the review. Therefore, all costs associated with the review and its implementation must be contained within the current Electoral Services budget.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
n/a

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
<p>If appropriate polling districts have not been developed, this would result in:</p> <ul style="list-style-type: none"> (a) Failure to comply with statutory requirements; (b) Preventing electors engaging in the electoral process. 	<ul style="list-style-type: none"> ▪ Polling Districts developed through a cross-party working group utilising local knowledge, knowledge of current arrangements with assistance from officers. ▪ Support from the Council's GIS team in mapping proposed polling districts. 	<p>Green</p>
<p>If appropriate polling stations have not been identified, this could prevent electors from engaging in the electoral process due to accessibility issues</p>	<ul style="list-style-type: none"> ▪ Polling Stations proposed through a cross-party working group utilising local knowledge, knowledge of current arrangements with assistance from officers. ▪ All existing polling stations contacted as part of review and confirmation received that they are happy to continue to be used for future elections in Harrow. 	<p>Green</p>

Risk Description	Mitigations	RAG Status
	<ul style="list-style-type: none"> ▪ All new proposed polling stations contacted and visited by officers, with confirmation received that they are happy to be used for future elections in Harrow 	

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment (EqIA) has been completed and no potential disproportionate impact has been identified. This is Appendix F to this report.

Council Priorities

The accessibility of polling stations enabling all eligible residents to engage in the democratic process contributes to the creating an inclusive and vibrant Harrow, a strong and resourceful community sector, able to come together to deal with local issues. This helps to achieve all of the Council's Corporate Priorities

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 6 August 2021

Statutory Officer: Chris Cuckney

Signed on behalf of the Monitoring Officer

Date: 9 August 2021

Chief Officer: Charlie Stewart

Signed by the Corporate Director

Date: 10 August 2021

Mandatory Checks

NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Elaine McEachron, Democratic, Electoral and Registration Services Manager

Background Papers:

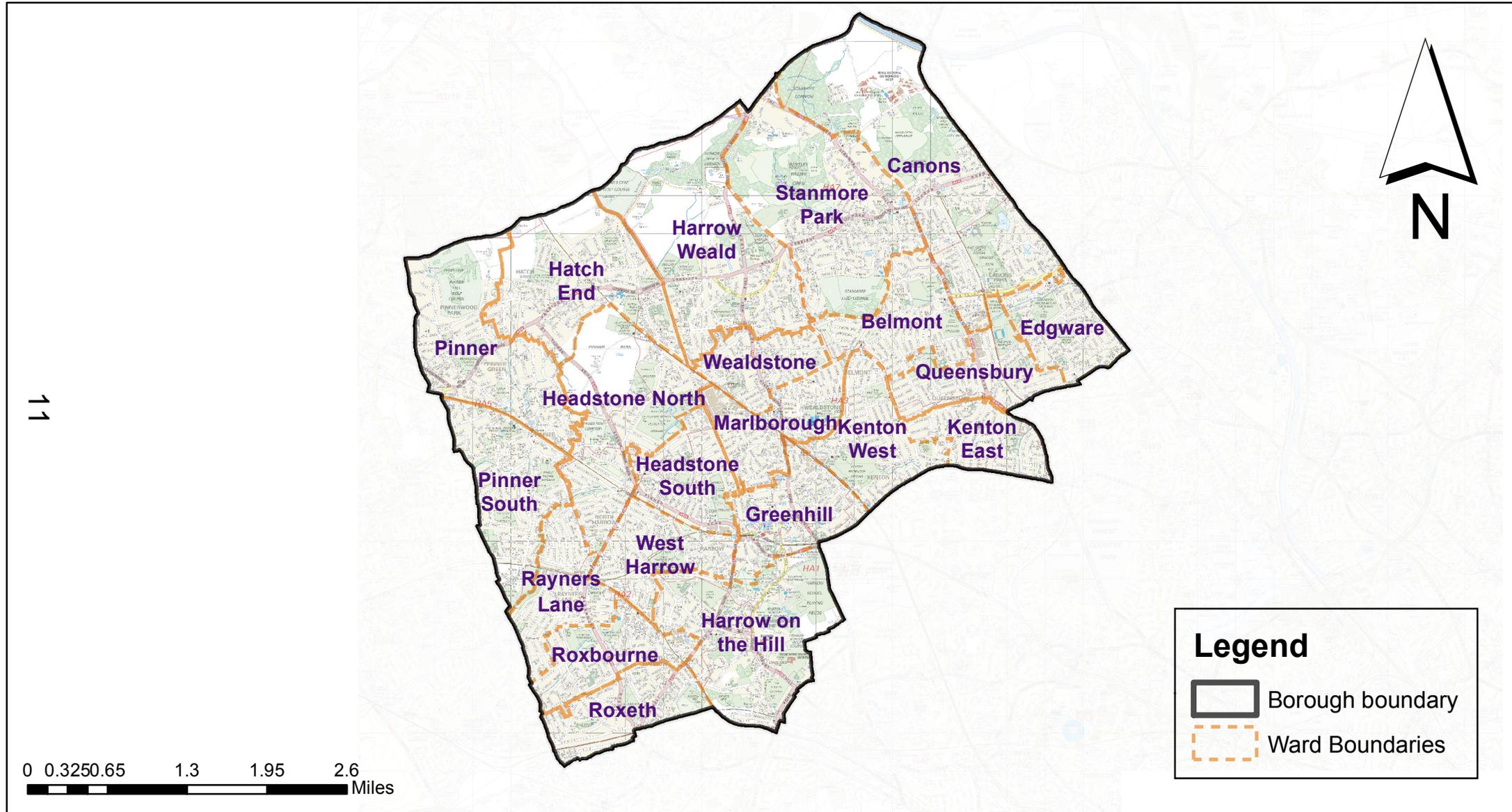
Notice of Review
Polling District Review Ward Proposals

If appropriate, does the report include the following considerations?

- | | |
|-----------------|-----|
| 1. Consultation | YES |
| 2. Priorities | YES |

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Harrow Wards Map 2019



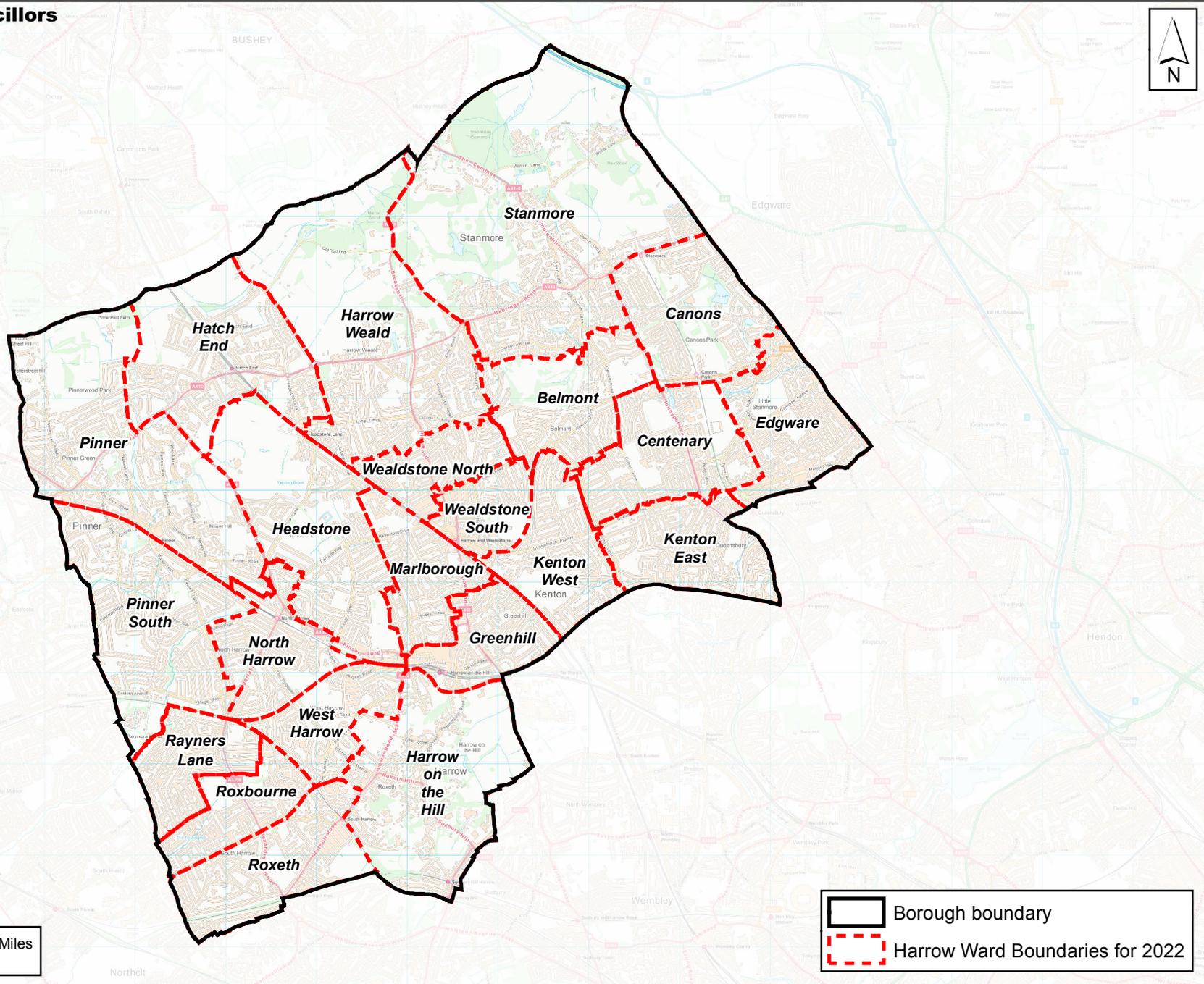
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A map to show the future ward boundaries (2022) for Harrow

Ward Name:

No. of Councillors

1. Belmont	2
2. Canons	2
3. Centenary	3
4. Edgware	3
5. Greenhill	3
6. Harrow on the Hill	2
7. Harrow Weald	3
8. Hatch End	2
9. Headstone	3
10. Kenton East	3
11. Kenton West	2
12. Marlborough	2
13. North Harrow	3
14. Pinner	3
15. Pinner South	3
16. Rayners Lane	2
17. Roxbourne	2
18. Roxeth	3
19. Stanmore	3
↺ Wealdstone North	2
↻ Wealdstone South	2
22. West Harrow	2



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Number of Councillors to be Elected Per Ward – May 2022

Ward	Number
Belmont	2
Canons	2
Centenary	3
Edgware	3
Greenhill	3
Harrow on the Hill	2
Harrow Weald	3
Hatch End	2
Headstone	3
Kenton East	3
Kenton West	2
Marlborough	3
North Harrow	2
Pinner	3
Pinner South	3
Rayners Lane	2
Roxbourne	2
Roxeth	3
Stanmore	3
Wealdstone North	2
Wealdstone South	2
West Harrow	2

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London Borough of Harrow
Polling District and Places Review 2021

Summary of Recommendations from Review Working Group

The following are the recommended arrangements for each ward by polling district.

Constituency: HARROW EAST and HARROW WEST (Part)

Ward: BELMONT

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	St Michael and All Angels Church, Bishop Ken Road, Harrow, HA3 7HP
2	Stanmore Baptist Church Hall, Abercorn Road, Stanmore, HA3 2PH
3	St Joseph's Catholic Primary School, Dobbin Close, HA3 7LP
4	Belmont Community Hall, Kenton Lane, Kenton, HA3 8RY

Constituency: HARROW EAST

Ward: CANONS

POLLING DISTRICT	PROPOSED POLLING STATION
1	William of York Roman Catholic Church, 1 Du Cros Drive, Stanmore, HA7 4TJ (NEW)
2	William of York Roman Catholic Church, 1 Du Cros Drive, Stanmore, HA7 4TJ (NEW)
3	Canons Hall, 1-17 Wemborough Road, Stanmore, HA7 2DU
4	St Lawrence Church Hall, St Lawrence Close, Edgware, HA8 6RB

Constituency: HARROW EAST

Ward: CENTENARY

POLLING DISTRICT	PROPOSED POLLING STATION
1	Canons Hall, 1-17 Wemborough Road, Stanmore, HA7 2DU
2	Canons Hall, 1-17 Wemborough Road, Stanmore, HA7 2DU
3	Culver Church, Culver Grove, Stanmore, HA7 2NP
4	Park High School, Thistlecroft Gardens, Stanmore, HA7 1PL (NEW)
5	Kenton Baptist Church Hall, Streatfield Road, Harrow, HA3 9BS
6	Canons High School, Shaldon Road, HA8 6AN
7	Portakabin, Queensbury Circle (Junction of Honeygot Lane and Taunton Way), Stanmore, HA7 1DX

Constituency: HARROW EAST

Ward: EDGWARE

POLLING DISTRICT	PROPOSED POLLING STATION
1	Flash Musicals Youth Theatre, Methuen Road, Edgware, HA8 6EZ
2	Camrose Primary with Nursery, St David's Drive, Edgware, HA8 6JH
3	Edgware & District Ex-Service Mens Club, Burnt Oak Broadway, Edgware, HA8 5BU
4	Stag Lane Nursery, Infant and Junior School, Collier Drive, Edgware, HA8 5BU
5	Canons High School, Shaldon Road, HA8 6AN

Constituency: HARROW WEST

Ward: GREENHILL

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	TBC
2	Greenhill Library, Perceval Square, College Road, Harrow, HA1 2JG
3	Harrow High School, Gayton Road, HA1 1GX

Constituency: HARROW WEST

Ward: HARROW ON THE HILL

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Our Lady and St Thomas of Canterbury Catholic Church, 22 Roxborough Park, HA1 3BE
2	Roxeth Primary School, Roxeth Hill, Harrow, HA2 0JA
3	Communal Hall, (Adjoining Grange Court), Northolt Road, HA2 0NR
4	Portakabin, Rising Sun Hotel and Restaurant Car Park, South Vale, HA1 3PL

Constituency: HARROW EAST AND RUSLIP, NORTHWOOD AND PINNER (PART)

Ward: HARROW WEALD

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Blackwell Hall, (Near All Saints Church), Uxbridge Road, HA3 6DQ
2	Cedars Children Centre, Whittlesea Road, Entrance Opposite Chicheley Road, HA3 6LS
3	Julie Cook Community Centre, Augustine Road, Harrow, HA3 5NS
4	Whitefriars Children's Centre Delivery Site, Whitefriars Avenue, Harrow, HA3 5RQ
5	Weald Rise Primary School, Robin Hood Drive, HA3 7DH

Constituency: RUISLIP NORTHWOOD AND PINNER

Ward: HATCH END

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Guide Headquarters, Off Public Car Park, Grimsdyke Road, Hatch End, HA5 4PH
2	Hatch End Free Church (Baptist) Hall, Rowlands Avenue, Pinner, HA5 4DF
3	Harrow Arts Centre, 171 Uxbridge Road, Pinner, HA5 4EA (NEW)

Constituency: HARROW WEST

Ward: HEADSTONE

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Pinner Park Primary School, Melbourne Avenue, Harrow, HA5 5TJ
2	St. George's Church, Pinner View, Harrow, HA1 4RJ
3	North Harrow Community Library, 429-433 Pinner Road, North Harrow, HA1 4HN
4	Main Hall, The Lodge, 64 Pinner Road, HA1 4HZ

Constituency: HARROW EAST

Ward: KENTON EAST

POLLING DISTRICT	POLLING STATION ACTION
1	Kenton Baptist Church Hall, Streatfield Road, Harrow, HA3 9BS
2	Pavilion, Kenton Cricket and Lawn Tennis Club Ground, Kenton Park Road, Harrow, HA3 8UB
3	Kenmore Park Community Centre, Warneford Road, Harrow, HA3 9HZ
4	Kenton Evangelical Church, Pandora Court, 15 Charlton Road, Harrow, HA3 9HP
5	Glebe Primary School, Glebe Avenue, Harrow, HA3 9LF
6	Glebe Primary School, Glebe Avenue, Harrow, HA3 9LF
7	Greek Community Hall (Junction of St Paul's Avenue), Kenton Road, HA3 9QN

Constituency: HARROW EAST

Ward: KENTON WEST

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Priestmead Primary School, Hartford Avenue, Kenton, HA3 8SZ
2	Kenton Library (Junction Christchurch Avenue), Kenton Lane, HA3 8UJ
3	St Mary's Church (Junction St. Leonards Avenue), Kenton Road, HA3 8EJ

Constituency: HARROW WEST

Ward: MARLBOROUGH

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Marlborough Primary School, Marlborough Hill, Harrow, HA1 1UJ
2	Communal Room, 99 Churchill Place, Barons Mead, Off Marlborough Hill, Harrow, HA1 1YB
3	Wiseworks, 74A Marlborough Hill, Harrow, HA1 1TY
4	Shrinathdham National Haveli & Community Centre, 2a Rosslyn Crescent, Harrow, HA1 2SU
5	The Welldon Community Centre, Welldon Crescent, Harrow, HA1 1QR

Constituency: HARROW WEST

Ward: NORTH HARROW

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	North Harrow Homeguard Club, Car Park Off Pinner Road, HA2 7TA
2	St Alban's Church Hall, Norwood Drive, North Harrow, HA2 7PF
3	Elmfield Church, 89 Imperial Drive, Harrow, HA2 7DX
4	Rayners Lane Baptist Church Hall, 139 Imperial Drive (Junction of Vicarage Way), HA2 7HW

Constituency: RUISLIP, NORTHWOOD AND PINNER AND HARROW WEST (PART)

Ward: PINNER

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Pinner Wood School, Latimer Gardens, Pinner, HA5 3RA
2	Pinner Methodist Church Hall, Pinner Methodist Church, Love Lane, HA5 3EE
3	Nower Hill High School, George V Avenue, Pinner, HA5 5RP

Constituency: RUISLIP, NORTHWOOD AND PINNER AND HARROW WEST (PART)

Ward: PINNER SOUTH

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Pinner Village Hall, Chapel Lane, Pinner, HA5 1AA
2	The Vagabonds Clubhouse, Holwell Place, Pinner, HA5 1DY
3	Cannon Lane Primary School, Cannonbury Avenue, HA5 1TS
4	Longfield Primary School, Dukes Avenue, North Harrow, HA2 7NZ
5	St Alban's Church Hall, Norwood Drive, North Harrow, HA2 7PF

Constituency: HARROW WEST

Ward: RAYNERS LANE

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Rayners Lane Scout Headquarters, High Worples, Harrow
2	Tithe Farm Social Club, 151 Rayners Lane, South Harrow, HA2 0XH
3	Roxbourne Primary School, Torbay Road, Harrow , HA2 9QF
4	Newton Farm Nursery, Infant and Junior School, Ravenswood Crescent, Harrow, HA2 9JU

Constituency: HARROW WEST

Ward: ROXBOURNE

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Brookside Close Social Centre, Brookside Close, Harrow, HA2 9AW
2	St Andrew's Church Hall, Malvern Avenue, Harrow, HA2 9ER
3	Beacon Centre, Malcolm Jeffrey Place, Scott Crescent, HA2 0TY

Constituency: HARROW WEST

Ward: ROXETH

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Earlsmead Primary School, Arundel Drive, Harrow, HA2 8PW
2	Portakabin, Junction of The Heights and Gaylor Road, Northolt, UB5 4BX
3	South Harrow Baptist Church Rooms, Northolt Road, South Harrow, HA2 8EB
4	Welldon Park Academy, Kingsley Road, Wyvenhoe Road, Harrow, HA2 8LT
5	Windsock Club, 28-30 Eastcote Avenue, South Harrow, HA2 8AL

Constituency: HARROW EAST

Ward: STANMORE

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Stanmore and Canons Park Synagogue, London Road, Stanmore, HA7 4NS
2	St John's Church of England School, Stanmore Hill, Stanmore, HA7 3FD
3	Bede Anandappa Centre, Binyon Crescent, Stanmore, HA7 3NE
4	Micklem Hall, The Church House, Old Church Lane, Stanmore, HA7 2QX
5	Small Hall, Stanmore Chapel, Nelson Road, Stanmore, HA7 4ET

Constituency: HARROW EAST

Ward: WEALDSTONE NORTH

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Sri Lankan Muslim Cultural Centre of Harrow, 2 Whitefriars Avenue, HA3 5RN
2	Small Hall, Wealdstone Methodist Church, Locket Road, Harrow, HA3 7ND
3	St Michael and All Angels Church, Bishop Ken Road, Harrow, HA3 7HP

Constituency: HARROW WEST and HARROW EAST (PART)

Ward: WEALDSTONE SOUTH

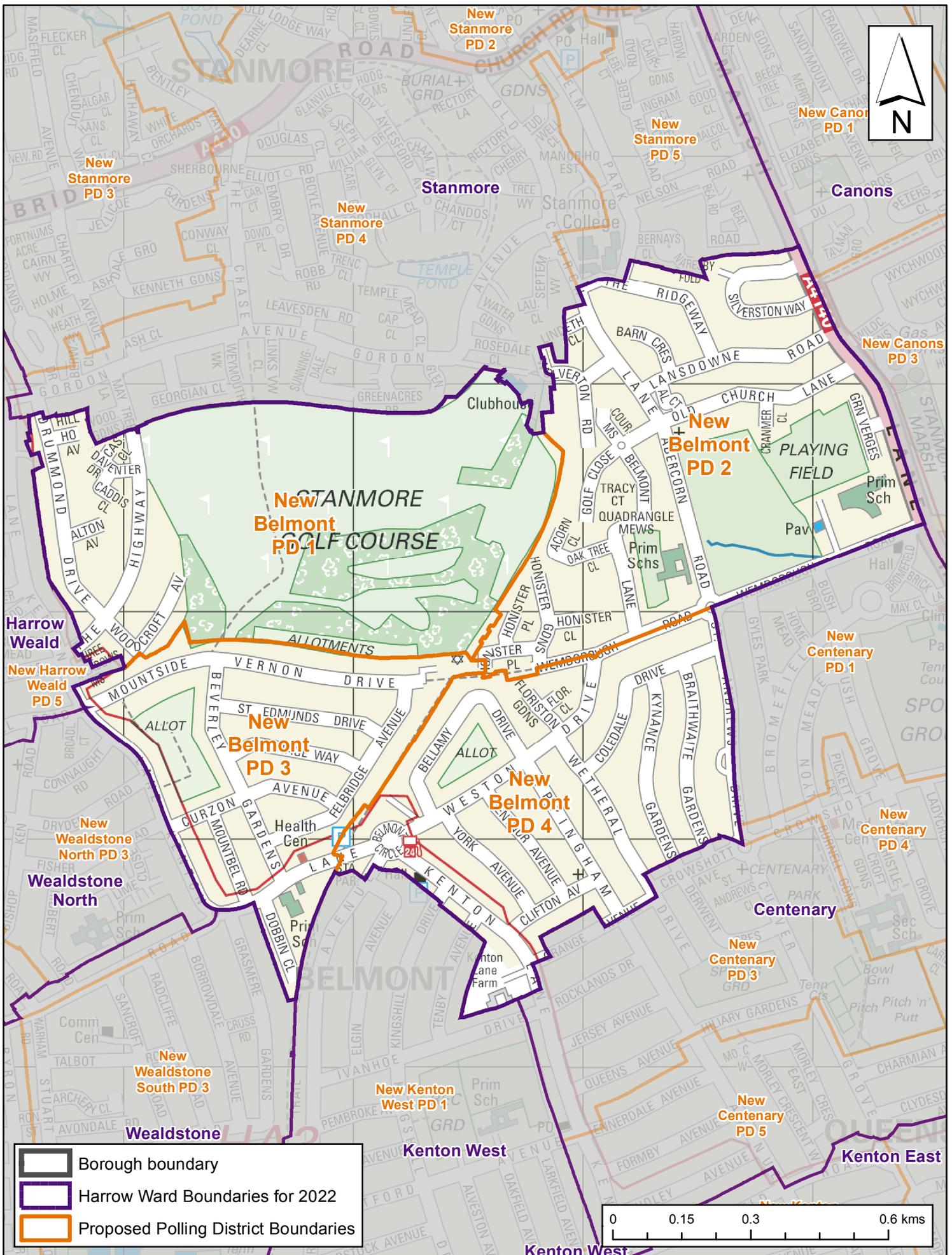
PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	Small Hall, Wealdstone Methodist Church, Locket Road, Harrow, HA3 7ND
2	The Wealdstone Centre, 38/40 High Street, HA3 7AE
3	Sangat Community Centre, 28A Sancroft Road, Harrow, HA3 7NS

Constituency: HARROW WEST

Ward: WEST HARROW

PROPOSED POLLING DISTRICT	PROPOSED POLLING STATION
1	St Peter's Church, Sumner Road, Harrow, HA1 4BX
2	Grange Primary School, Welbeck Road, Harrow, HA2 0RJ
3	Whitmore High School, Porlock Avenue, South Harrow, HA2 0AD

A map to show the proposed polling districts inside Belmont ward for 2022



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LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: BELMONT

Polling District: New Polling District 1

Proposed Polling Station: St Michael and All Angels Church, Bishop Ken Road, Harrow

Postcode: HA3 7HP

Number of polling stations: 1

Projected Electorate for Polling District: 712

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ALTON AVENUE
CADDIS CLOSE
CASTELLANE CLOSE
DAVENTER DRIVE
DRUMMON DRIVE
HILL HOUSE AVENUE
THE HIGHWAY
VERNON DRIVE
WOODCROFT AVENUE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: BELMONT

Polling District: New Polling District 2

Proposed Polling Station: Stanmore Baptist Church Hall, Abercorn Road, Stanmore

Postcode: HA3 2PH

Number of polling stations: 1

Projected Electorate for Polling District: 1656

ELECTORS RESIDENT IN THE FOLLOWING STREETS VOTE HERE:

ABERCORN ROAD
ACORN CLOSE
ALCUIN COURT
BARN CLOSE
BELMONT LANE
BROMEFIELD
BUSH GROVE
COURTENS MEWS
CRAMMER CLOSE
ELM PARK
GOLF CLOSE
GREEN VERGES
GYLES PARK
HONEYPOT LANE
HONISTER CLOSE
HONISTER GARDENS
HONISTER PLACE
LANSDOWNE ROAD
LINDETH CLOSE
MARSH LANE
OAK TREE CLOSE
OLD CHURCH LANE
SILVERSTON WAY
THE RIDGEWAY
WEMBOROUGH ROAD
WOLVERTON ROAD

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST and HARROW WEST (Part)

Ward: BELMONT

Polling District: New Polling District 3

Proposed Polling Station: St Joseph's Catholic Primary School, Dobbin Close

Postcode: HA3 7LP

Number of polling stations: 1

Projected Electorate for Polling District: 1804

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BEVERLEY GARDENS
COLLEGE HILL ROAD
CONNAUGHT ROAD
CURZON AVENUE
DOBBIN CLOSE
FELBRIDGE AVENUE
GRASMERE GRARDENS
HERMITAGE WAY
KENTON LANE
LOCKET ROAD
MOUNTBEL ROAD
MOUNTSIDE
ST EDMUNDS DRIVE
VERNON DRIVE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: BELMONT

Polling District: New Polling District 4

Proposed Polling Station: Belmont Community Hall, Kenton Lane, Kenton

Postcode: HA3 8RY

Number of polling stations: 2

Projected Electorate for Polling District: 2749

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BELLAMY DRIVE
BELMONT CIRCLE
BRAITHWAITE GARDENS
CLIFTON AVENUE
COLEDALE DRIVE
CROWSHOTT AVENUE
ELMORE CLOSE
ELMORE DRIVE
FLORISTON CLOSE
FLORISTON GARDENS
GRANGE AVENUE
KENMORE AVENUE
KENTON LANE
KENTON LANE
KINGSHILL DRIVE
YORK AVENUE
PARNELL WAY
ST ANDREWS DRIVE
TENBY AVENUE
UPPINGHAM AVENUE
VENTNOR AVENUE
WEMBOROUGH ROAD
WESTON DRIVE
WETHERAL DRIVE
YORK AVENUE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

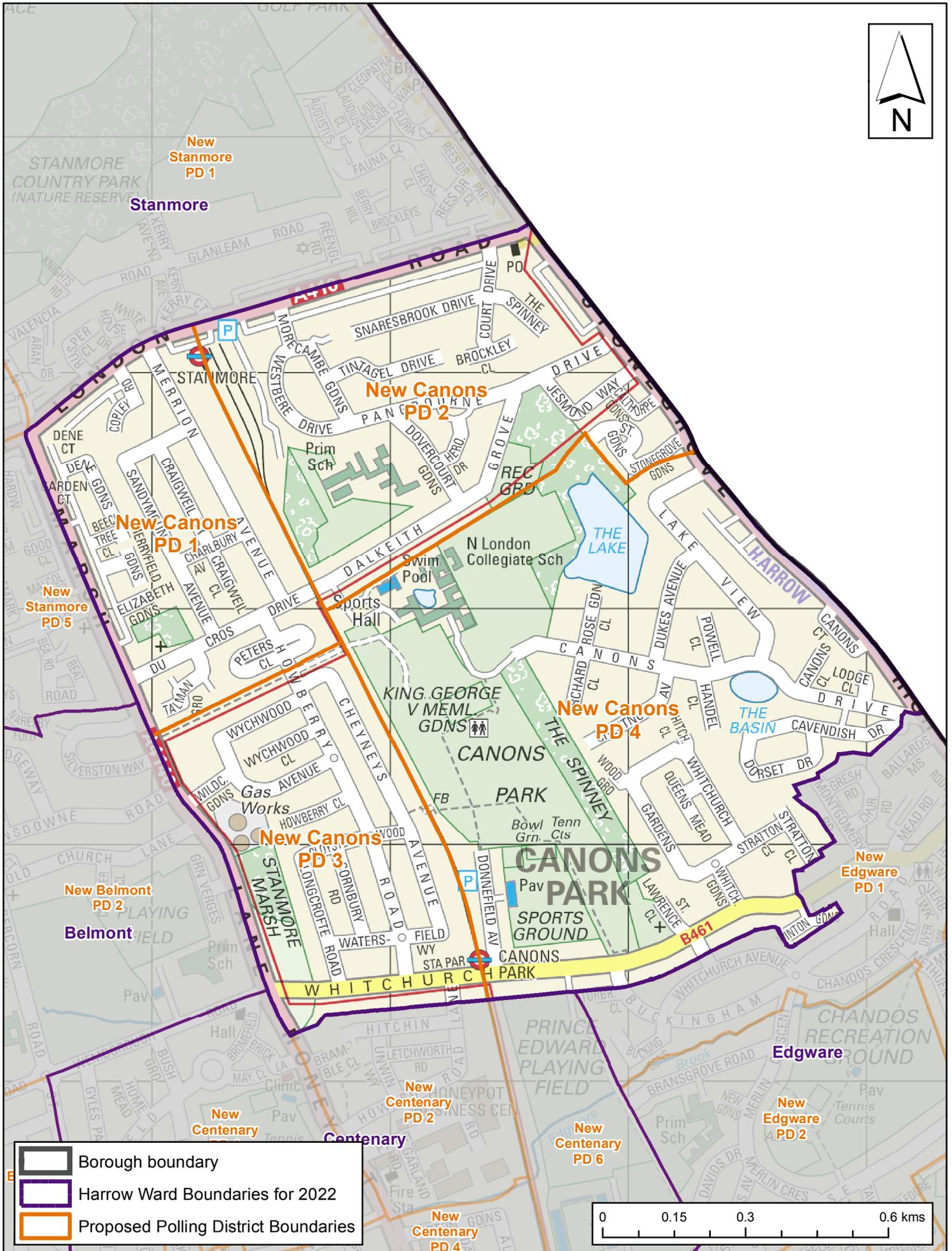
Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

A map to show the proposed polling districts inside Canons ward for 2022



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LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: CANONS

Polling District: New Polling District 1

Proposed Polling Station: William of York Roman Catholic Church, 1 Du Cros Drive, Stanmore

Postcode: HA7 4TJ

Number of polling stations: 1

Projected Electorate for Polling District: 1900

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BEECH TREE CLOSE
BELGRAVE GARDENS
CHARLBURY AVENUE
COPLEY ROAD
CRAIGWEIL CLOSE
CRAIGWEIL DRIVE
DENE GARDENS
DENNIS LANE
DU CROS DRIVE
ELIZABETH GARDENS
HOWBERRY ROAD
LONDON ROAD
MARSH LANE
MERRION AVENUE
MERRYFIELD GARDENS
NELSON ROAD
PETERS CLOSE
SANDYMOUNT AVENUE
SILVERSTON WAY
TALMAN GROVE
THE BROADWAY
WHITE HOUSE DRIVE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. These arrangements would involve the use of a new polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: CANONS

Polling District: New Polling District 2

Proposed Polling Station: William of York Roman Catholic Church, 1 Du Cros Drive,
Stanmore

Postcode: HA7 4TJ

Number of polling stations: 1

Projected Electorate for Polling District: 1627

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BROCKLEY CLOSE
CALTHORPE GARDENS
CANONS CORNER
COURT DRIVE
DALKEITH GROVE
DOVERCOURT GARDENS
DU CROS DRIVE
HERONSLEA DRIVE
JESMOND WAY
LONDON ROAD
MORECAMBE GARDENS
PANGBOURNE DRIVE
SNARESBROOK DRIVE
STONEGROVE
STONEGROVE GARDENS
THE SPINNEY
TINTAGEL DRIVE
WESTBERE DRIVE

Returning Officer's Comments

The initial proposal reflected electors within this polling district, voting at Aylward Primary School. The Returning Officer has noted that following the response to the consultation the Working Group are now minded to use the William of York Roman Catholic Church as the Polling Station for this Polling District and has no further comments.

Submission from interested parties

31 responses were received to the consultation objecting to using Aylward Primary School as a polling station on the grounds that it disrupts the school and education of the pupils, and to avoid the school having to close.

Officer Comments

In light of the objections and number of objections raised and recommendation from the Polling District Review Working Group that the William of York Roman Catholic Church, be used as the polling station for this polling district, officers recommend to adopt revised proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: CANONS

Polling District: New Polling District 3

Proposed Polling Station: Canons Hall, 1-17 Wemborough Road, Stanmore

Postcode: HA7 2DU

Number of polling stations: 1

Projected Electorate for Polling District: 1543

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

CHEYNEYS AVENUE
CLOYSTER WOOD
CORNBURN ROAD
HITCHIN LANE
HONEYPOT LANE
HOWBERRY CLOSE
HOWBERRY ROAD
LANSDOWNE ROAD
LONGCROFTE ROAD
MARSH LANE
OLD CHURCH LANE
WATERSFIELD WAY
WEMBOROUGH ROAD
WHITCHURCH LANE
WILDCROFT GARDENS
WYCHWOOD AVENUE
WYCHWOOD CLOSE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency HARROW EAST

Ward: CANONS

Polling District: New Polling District 4

Proposed Polling Station: St Lawrence Church Hall, St Lawrence Close, Edgware

Postcode: HA8 6RB

Number of polling stations: 2

Projected Electorate for Polling District: 2256

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BUCKINGHAM ROAD
CANONS CLOSE
CANONS DRIVE
CAVENDISH DRIVE
CHESTNUT AVENUE
DONNEFIELD AVENUE
DORSET DRIVE
DUKES AVENUE
HANDEL CLOSE
HIGH STREET
LAKE VIEW
LODGE CLOSE
ORCHARD CLOSE
PATHFIELD CLOSE
POWELL CLOSE
QUEENS MEAD
ROSE GARDEN CLOSE
RYE WAY
ST LAWRENCE CLOSE
STONEGROVE
STRATTON CLOSE
WHITCHURCH AVENUE
WHITCHURCH CLOSE
WHITCHURCH GARDENS

WHITCHURCH LANE
WINTON GARDENS
WOODSTEAD GROVE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

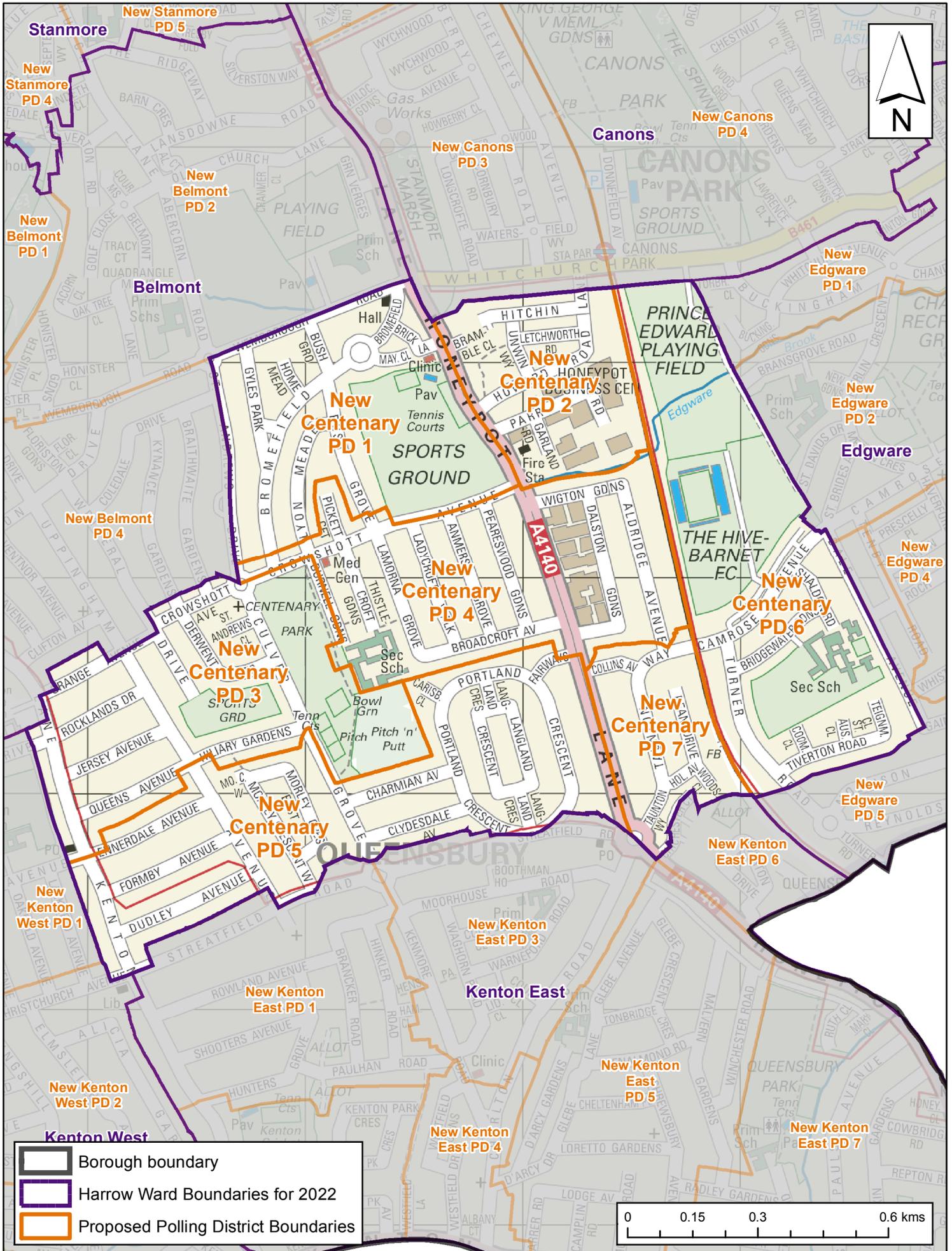
Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

A map to show the proposed polling districts inside Centenary ward for 2022



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LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 1

Proposed Polling Station: Canons Hall, 1-17 Wemborough Road, Stanmore

Postcode: HA7 2DU

Number of polling stations: 1

Projected Electorate for Polling District: 1090

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ANMERSH GROVE
BRICK LANE
BROMFIELD
BUSH GROVE
COLEDALE DRIVE
CROSSHOTT AVENUE
GYLES PARK
HOME MEAD
HONEYPOT LANE
LADYCROFT WALK
LYON MEAD
MAYCHURCH CLOSE
PEARESWOOD GARDENS
ST ANDREWS DRIVE
WEMBOROUGH ROAD

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 2

Proposed Polling Station: Canons Hall, 1-17 Wemborough Road, Stanmore

Postcode: HA7 2DU

Number of polling stations: 1

Projected Electorate for Polling District: 1130

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BRAMBLE CLOSE
GARLAND ROAD
HONEYPOT LANE
PARR ROAD
HOWARD ROAD
UNWIN WAY
LETCWORTH ROAD
HITCHIN LANE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 3

Proposed Polling Station: Culver Church, Culver Grove, Stanmore

Postcode: HA7 2NP

Number of polling stations: 1

Projected Electorate for Polling District: 1405

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BRAITHWAITE GARDENS
BROMEFIELD
BURNELL GARDENS
CROWSHOTT AVENUE
CULVER GROVE
DERWENT CRESCENT
ENNERDALE AVENUE
GRANGE AVENUE
HARTFORD AVENUE
HILIARY GARDENS
IVANHOE DRIVE
JERSEY AVENUE
KENTON LANE
KYNANCE GARDENS
LYON MEADE
QUEENS AVENUE
ROCKLANDS DRIVE
ST ANDREWS CLOSE
UPPINGHAM AVENUE
WETHERAL DRIVE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 4

Proposed Polling Station: Park High School, Thistlecroft Gardens, Stanmore, Middlesex

Postcode: HA7 1PL

Number of polling stations: 1

Projected Electorate for Polling District: 1853

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ALDRIDGE AVENUE
ANMERSH GROVE
BROADCROFT AVENUE
BROMEFIELD
BURNELL GARDENS
BUSH GROVE
CROWSHOTT AENUE
DALSTON GARDENS
FAIRWAYS
HONEYPOT LANE
LADYCROFT WALK
LAMORNA GROVE
LYON MEADE
PEARESWOOD GARDENS
PICKETT CROFT
ST ANDREWS DRIVE
WIGTON GARDENS

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. These arrangements would involve the use of a new polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 5

Proposed Polling Station: Kenton Baptist Church Hall, Streatfield Road, Harrow

Postcode: HA3 9BS

Number of polling stations: 2

Projected Electorate for Polling District: 2966

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

CARISBROOKE CLOSE
CHARMIAN AVENUE
CHRISTCHURCH AVENUE
CLYDESDALE AVENUE
CULVER GROVE
DUDLEY AVENUE
ENNERDALE AVENUE
FAIRWAYS
FORMBY AVENUE
HILIARY GARDENS
HONEYPOT LANE
KENTON LANE
LANGLAND CRESCENT
MORLEY CRESCENT EAST
MORLEY CRESCENT WEST
PORTLAND CRESCENT
STREATFIELD ROAD
UPPINGHAM AVENUE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 6

Proposed Polling Station: Canons High School, Shaldon Road

Postcode: HA8 6AN

Number of polling stations: 1

Projected Electorate Total for Polling District: 1132

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BRIDGEWATER GARDENS
CAMROSE AVENUE
COOMBE CLOSE
DALE AVENUE
SHALDON ROAD
ST AUSTELL CLOSE
TEIGNMOUTH CLOSE
TIVERTON ROAD
TURNER ROAD

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: CENTENARY

Polling District: New Polling District 7

Proposed Polling Station: Portakabin, Queensbury Circle (Junction of Honey Pot Lane and Taunton Way), Stanmore

Postcode: HA7 1DX

Number of polling stations: 1

Projected Electorate Total for Polling District: 740

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ALDRIDGE AVENUE
CAMROSE AVENUE
COLLINS AVENUE
DEAN DRIVE
HOLLY AVENUE
HONEYPOT LANE
TAUNTON WAY
WOODSTOCK CLOSE

Returning Officer's Comments

The Returning Officer always seeks to secure permanent locations to use as Polling Stations. However, in this Polling District there is no alternative other than to use a Portakabin. The venue has previously been used as a polling station.

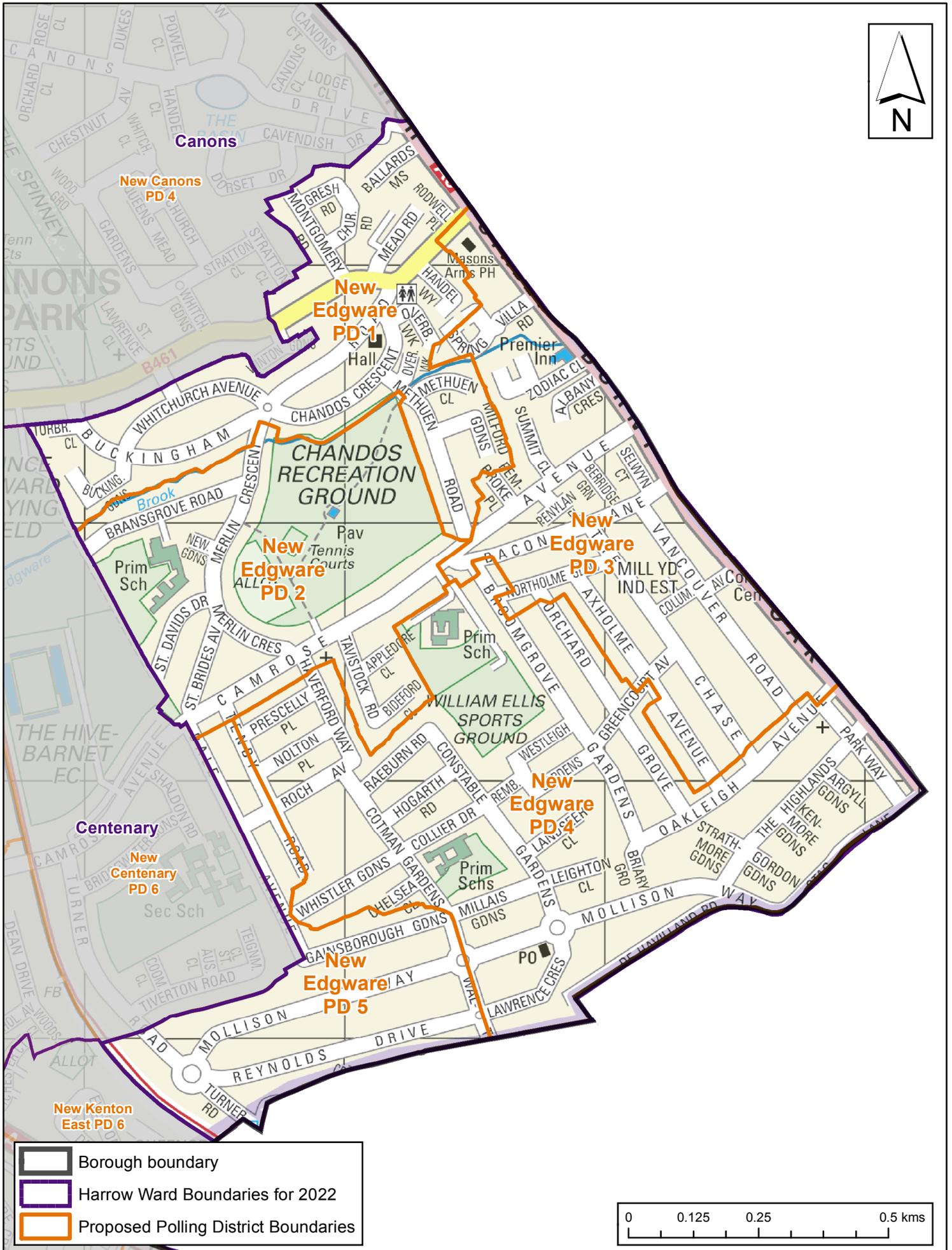
Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

A map to show the proposed polling districts inside Edgware ward for 2022



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LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: EDGWARE

Polling District: New Polling District 1

Proposed Polling Station: Flash Musicals Youth Theatre, Methuen Road, Edgware

Postcode: HA8 6EZ

Number of polling stations: 1

Projected Electorate Total for Polling District: 2109

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

BALLARDS MEWS
BUCKINGHAM GARDENS
BUCKINGHAM ROAD
CAVENDISH DRIVE
CHANDOS CRESCENT
CHURCHILL ROAD
GRESHAM ROAD
HANDEL WAY
HIGH STREET
MEAD ROAD
MERLIN CRESCENT
METHUEN CLOSE
METHUEN ROAD
MILFORD GARDENS
MONTGOMERY ROAD
OVERBROOK WALK
PATHFIELD CLOSE
RODWELL PLACE
TORBRIDGE CLOSE
WHITCHURCH AVENUE
WHITCHURCH LANE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: EDGWARE

Polling District: New Polling District 2

Proposed Polling Station: Camrose Primary with Nursery, St David's Drive, Edgware

Postcode: HA8 6JH

Number of polling stations: 1

Projected Electorate Total for Polling District: 1252

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

APPLEDORE CLOSE
BACON LANE
BIDFORD CLOSE
BRANSGROVE ROAD
CAMROSE AVENUE
HAVERFORD WAY
MERLIN CRESCENT
METHUEN ROAD
NEWGALE GARDENS
ST BRIDE'S AVENUE
ST DAVID'S DRIVE
TAVISTOCK ROAD
TENBY ROAD

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

One response from an elector in this Polling District asking for Camrose Primary with Nursery to remain as their polling station.

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency: HARROW EAST

Ward: EDGWARE

Polling District: New Polling District 3

Proposed Polling Station: Edgware & District Ex-Service Mens Club, Burnt Oak Broadway, Edgware

Postcode: HA8 5BU

Number of polling stations: 1

Projected Electorate Total for Polling District: 2610

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ALBANY CRESCENT
AXHOLME AVENUE
BACON LANE
BERRIDGE GREEN
BROOMGROVE GARDENS
BURNT OAK BROADWAY
CAMROSE AVENUE
COLUMBIA AVENUE
GREENCOURT AVENUE
HIGH STREET
METHUEN ROAD
NORTHOLME GARDENS
ORCHARD GROVE
PARK WAY
PEMBROKE PLACE
PENYLAN PLACE
RODWELL PLACE
SELWYN COURT
SPRING VILLA ROAD
SUMMIT CLOSE
THE CHASE
VANCOUVER ROAD
WHITCHURCH LANE
ZODIAC CLOSE

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.

LONDON BOROUGH OF HARROW POLLING DISTRICT AND PLACES REVIEW 2021

Parliamentary Constituency : HARROW EAST

Ward: EDGWARE

Polling District: New Polling District 4

Proposed Polling Station: Stag Lane Nursery, Infant and Junior School, Collier Drive, Edgware

Postcode: HA8 5BU

Number of polling stations: 2

Projected Electorate Total for

Polling District: 4000

ELECTORS RESIDENT IN THE
FOLLOWING STREETS VOTE HERE:

ARGYLL GARDENS
AXHOLME AVENUE
BRIARY GROVE
BROOMGROVE GARDENS
BURNT OAK BROADWAY
CHELSEA CLOSE
COLLIER DRIVE
CONSTABLE GARDENS
COTMAN GARDENS
DE HAVILLAND ROAD
GAINSBOROUGH GARDENS
GORDON GARDENS
GREENCOURT AVENUE
HAVERFORD WAY
HOGARTH ROAD
KENMORE GARDENS
LANDSEER CLOSE
LAWRENCE CRESCENT
LEIGHTON CLOSE
MILLAIS GARDENS

MOLLISON WAY
NOLTON PLACE
NORTHOLME GARDENS
OAKLEIGH AVENUE
ORCHARD GROVE
PARK WAY
PRESCELLY PLACE
RAEBURN ROAD
REMBRANDT ROAD
REYNOLDS DRIVE
ROCH AVENUE
STAG LANE
STRATHMORE GARDENS
TENBY ROAD
THE CHASE
THE HIGHLANDS
VANCOUVER ROAD
WALTHAM DRIVE
WESTLEIGH GARDENS
WHISTLER GARDENS

Returning Officer's Comments

The Returning Officer has no further comments on the criteria used or recommendations reached by the Polling District Review Working Group. The venue has previously been used as a polling station.

Submission from interested parties

None

Officer Comments

Adopt proposed arrangements. Designate polling district as polling place.



Report for: Overview and Scrutiny Committee

Date of Meeting:	20 April 2021
Subject:	Scrutiny Annual Report 2020-2021
Responsible Officer:	Alex Dewsnap, Director of Strategy & Partnerships
Scrutiny Lead Member area:	All
Exempt:	No
Wards affected:	All
Enclosures:	Scrutiny Annual Report 2020-2021

Section 1 – Summary and Recommendations

This report provides the Scrutiny Annual Report for 2020-2021, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- a) Consider and agree the Scrutiny Annual Report 2020-2021
- b) Submit the Scrutiny Annual Report 2020-2021 to Full Council for endorsement

Section 2 – Report

The council's constitution requires the Overview and Scrutiny Committee to report annually on its activities to Full Council. The attached Scrutiny Annual Report is the draft final report. This has been developed by the Scrutiny Leadership Group, which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members. The Scrutiny Annual Report outlines the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2020-2021 municipal year.

Scrutiny's focus has been dominated by the Covid-19 pandemic which saw the scrutiny function being suspended for a couple of months from March 2020 and organisational resource and capacity being diverted to respond to the emergency. The scrutiny work programme for 2020-2021 has reflected this change in priorities.

Ward Councillors' comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Council Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer, 07874 891499,
nahreen.matlib@harrow.gov.uk

Background Papers: None

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SCRUTINY ANNUAL REPORT 2020-2021

Report by the Scrutiny Leadership Group

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Report by the Scrutiny Leadership Group¹, supported by the Policy Team. Please note that all councillor photographs included in this report were taken before the Covid-19 pandemic and therefore before Covid-19 restrictions, for example social distancing and wearing masks.

¹ The Scrutiny Leadership Group comprises the following members: Councillors Sachin Shah (Chair), Stephen Greek (Vice-Chair), Ghazanfar Ali, Michael Borio, Honey Jamie, Jean Lammiman, Jerry Miles, Vina Mithani, Janet Mote, Pritesh Patel, Kantilal Rabadia, Kiran Ramchandani, Rekha Shah

FOREWORD

As always, our vision for scrutiny in Harrow is **‘cross-party investigation of issues and decisions that are important to residents’**. This guides the development of our work programme and ensure a balance between holding the council administration and health partners to account, as well as investigating and influencing the council and partners’ approaches to issues of concern to residents.

The council’s scrutiny function is driven forward by the Scrutiny Leadership Group, made up of the chairs and vice-chairs of the committees and the scrutiny leads who you will meet in the coming pages. The Scrutiny Leadership Group continues to provide strategic direction to the scrutiny function and helps to ensure we maintain an effective focus for our work. It meets every two months and brings together the feedback from scrutiny leads on progress in their different service areas. The Appendix lists all the issues we have considered through our committee work.

We want to thank all our scrutiny colleagues on the Scrutiny Leadership Group and committees, as well as the members, officers, partners and members of the public who have contributed to our work. Their time and effort are always appreciated.

This year has been like no other as the world has been rocked by the Covid-19 pandemic and the devastating effect this had on the lives of so many - individuals, families and communities. This has seen everyone having to deal with unprecedented times and challenges over a sustained period of time.

Because of the council’s emergency response to the pandemic, we paused scrutiny for several months from March 2020 and this explains the delay in completing some of our work and reporting back, but more importantly it has impacted on scrutiny’s priorities over the year. To reflect changes in priorities for the council, partners and residents’ lives, we designed a flexible 18-month work programme to take us to the end of the 2021- 22 municipal year. This sees us prioritise:

- Covid-19 – impact of the pandemic, emergency response, recovery and resilience.
- Regeneration - as the council embarks on a massive joint venture partnership that will progress many of the borough’s regeneration plans, at each stage we have scrutinised, and will continue to scrutinise, progress and influence the decisions made.
- Tackling inequalities - an underlying priority in the Borough Plan is tackling inequalities. Inequalities have been particularly exacerbated by the pandemic, for example in the disproportionate impact on BAME communities, digital exclusion and escalating poverty. We have also seen the impact of the death of George Floyd and how it highlights the need to continue challenging racism and discrimination more generally. The council has commissioned an independent race review and scrutiny will monitor the actions arising from this and the development of the council’s strategy for Equality, Diversity and Inclusion.
- Budget – financial challenges for councils remain and scrutiny has a role in ensuring that stretched budgets are allocated where they are most needed.

Over the past year, our work has been dominated by the impact of and response to the pandemic. We have focussed on ‘essential scrutiny’, in recognition of the stretch in organisational capacity being felt by the council and its partners, especially the NHS. In the year ahead, we hope that a sense of normality can resume and that scrutiny can recalibrate more to ‘business as usual’.

While the challenges have been immense over the last year for everybody, it has nonetheless highlighted that in Harrow, there is a real strength in our communities and with partnerships, in working together in times of need and crisis. Harrow has one of the best Covid-19 vaccination programmes in London. This is promising and something to be proud of.



Councillor Sachin Shah
Chair, Overview and Scrutiny



Councillor Stephen Greek
Vice-Chair, Overview and Scrutiny

OVERVIEW AND SCRUTINY COMMITTEE

Councillor Sachin Shah – Chair, Overview and Scrutiny Committee

Councillor Stephen Greek – Vice-Chair, Overview and Scrutiny Committee

Our role

We continue to strive to make sure that Harrow's scrutiny function is at the centre of decision-making at the council, always in the minds of officers and councillors to help facilitate improved decision-making and being involved in policy formation. We continue to influence the issues that matter most to residents and ask that the Executive use us constructively and proactively as a 'critical friend' and sounding board.

In 2018, we agreed a broad programme of work for scrutiny over four years. Obviously things change over such a span of time, as the current pandemic has highlighted on such a large scale, and so we felt it appropriate to review our priorities for scrutiny and recalibrate our programme of work accordingly, so that we continue to concentrate our time more and more on the big issues for the council and Harrow more widely. We are proud that we remain on track to deliver robust scrutiny of the major issues detailed in our work programme until 2022.

The focus of our work over the past year

As to be expected, our work this year has been dominated by the Covid-19 pandemic, the local response and related issues. This has involved regular discussions at O&S with the Council Leader and Chief Executive about the council's response to the pandemic and ongoing challenges. In addition, O&S invited the Police to discussions in response to both the pandemic and the Black Lives Matter movement. Indeed, both of these events have asked many questions of our communities and partner organisations and we continue to be involved in ensuring appropriate responses are found.

Beyond this we have done a lot of work scrutinising the development of the Harrow Strategic Development Partnership (HSDP), Harrow's massive regeneration programme, which has included a number of informal briefings and formal consideration of reports before they are presented to the Executive. In such a complicated area, it has been important for us as councillors to ensure we have the right background knowledge and skills to appropriately scrutinise and therefore, as a team, we have undertaken training on the HSDP.

In addition, we have also monitored progress on implementing new IT arrangements at the council and also the council's budget.

The impact and value of our scrutiny

With the different year, given the pandemic, there has been a significant focus in our activity and that has curtailed other things. Some areas where scrutiny has led to positive change include firstly business grants – the council, as part of the Covid-19 response, was given access to grant funding by government to distribute to businesses. There were, especially in the first lockdown, issues with the timing to get these administered. Reasons for this were either intrinsic to Harrow's business environment, and therefore could not be changed, or like IT, were already in the process of being improved. Scrutiny was not the only ones to raise this but added a significant voice to those concerns. As councillors, many of us had been contacted by people waiting weeks for grants and Harrow, then, was one of the slowest in the country. The situation was eventually resolved and turned around significantly once all qualifying grants had finally been paid. The council had learned from the concerns raised previously, in spite of further lockdowns, restrictions and further aid available - part of the

impact of us raising issues, was helping to avoid them the next time round. By raising the issues during the first lockdown, scrutiny helped to make sure that residents and businesses received a better process in future funding rounds. A lot of work on recovery will be in earnest once things open more. And obviously we will want to keep an eye on that as scrutineers.

Secondly around the budget, we have been very keen to scrutinise the council's overall financial position to make sure that we avoid the issues that Croydon Council have encountered and we have particularly questioned officers on that.

Thirdly, on the HSDP, the council's joint venture partnership for redevelopment, of various council sites including a new Civic Centre, has been ongoing throughout the past year. One of the things we ensured, as scrutiny, was that we were properly factored into all decision-making timetables. This asked officers to take a step back and make a specific timetable that factored in time for scrutiny before Cabinet – including formal and informal scrutiny sessions. It has been important to make sure that such major decisions are not being rushed through Cabinet and that a proper scrutiny process is being committed to – we have very much pushed for that this year. That ensures we can do the important work on behalf of residents – to scrutinise these plans before they get signed off. One of the things we are particularly keen to ensure is that these plans, which started pre-Covid, are still fit for purpose post-Covid.

A consequence of the pandemic has also been that the council has had to start virtual committee meetings. O&S was the third meeting held that way (in early June 2020), so we were one of the guinea pigs from that point of view. We have still managed to engage residents and bring together the right colleagues into important discussions. We had 13 members of public watch that O&S meeting live and of course others may have watched the recording later.

Looking ahead

As reflected in our work programme for next year, a large focus of our work will be on the recovery from Covid-19. In addition to this we will need to look at the ongoing challenge of balancing the council budget as well as continuing our scrutiny of the regeneration plans under the HSDP and considering the Council's response to the Black Lives Matter movement, especially the outcomes of the review by Patrick Vernon OBE. We hope, like so many other people, that we can return to some form of normality as soon as possible, and it will be scrutiny's responsibility to know what that means for the council and Harrow residents.

“It’s a privilege to Chair the Overview and Scrutiny Committee, a major committee with a responsibility to hold the Council’s executive to account. In a year that has been one of the most challenging the Council has ever faced; the work of the committee has helped the Council in its response to the Coronavirus Pandemic and the response to the Black Lives Matter movement. I want to thank everyone that has played a part in making the work of a committee a success, from the officers behind the scenes, to the cabinet members and officers that have answered our questions.”

Cllr Sachin Shah, O&S Chair

“My first year on scrutiny has been very much a baptism of fire: thrown in at the deep end! I think that also makes it more rewarding – it really demonstrates the difference and value our work can make. It also demonstrates how important it is for us to really be on top of the detail and of what’s coming up in terms of council activity so we can make as early an intervention as possible. I’m very grateful to my committee colleagues and to the officers supporting us, for all their invaluable help and support, especially in this very difficult year. I’m looking forward to getting stuck into the work next year!”

Cllr Stephen Greek, O&S Vice-Chair

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE



**Councillor Kiran Ramchandani –
Chair, Performance and Finance Sub-
Committee**

**Councillor Pritesh Patel – Vice-Chair,
Performance and Finance Sub-
Committee**

“P&F is a team: less about politics and more of a concerted effort to improve things in the Council. P&F do this very well! We don’t play party politics.”

Our role

As members of the P&F Scrutiny Sub-Committee, it is our role to challenge and scrutinise the council and its partners’ performance against priorities in terms of finance, operational delivery and service provision. It is imperative that the scrutiny is performed in a constructive manner, that is apolitical and should be focussed on improving the council’s performance and more importantly ensure the provision of efficient services that are considered value for money for the tax payer.

The focus of our work over the past year

Our focus has been on the council’s finances and how it is coping financially in the pandemic. In normal times our attention is split between performance and finance, however usual performance monitoring has had to be suspended for a while and the organisational effort shifted to deal with the pandemic. Whilst our priority therefore has been to scrutinise finance, this is starting to shift a little bit and we anticipate examining performance more closely after this pandemic period.

Thinking back to Spring 2020, the focus was very much about the business grants. There were some teething problems with processes and systems, and these were subject to a lot of scrutiny – through formal processes and outside. We would like to think that the council has learned from that. At the start of the pandemic, we had a joint scrutiny meeting bringing together O&S and its sub-committees to consider the council’s response to the pandemic – that was incredibly useful. It focused on the council’s response, looking at the pandemic through different lenses but in every aspect, for example business grants, how we look after residents. It was helpful to have that holistic view!

The impact and value of our scrutiny

Through P&F, with the Director of Finance and Cabinet member for Finance regularly coming to report progress and be held accountable, this means they are much more likely to have robust processes in place. When we as scrutiny home in on some of the questions around capital and revenue spend and plans, we ensure that the administration is held to account on financial matters and keep up the pressure on ensuring robust processes govern

how budgets are set and monitored. We have maintained pressure on the Executive to take that advice on board and apply more scrutiny on how budgets come about but there remains a lot more work to come. Our questioning of budget reports has highlighted changes in the way that the organisation looks and the Director of Finance is under a lot of pressure to meet the council's forecasted targets. One of our lines of questioning has been around paying our staff and contractors the London Living wage – we feel that this has contributed to its inclusion in the budget this year.

Recently we came together with the O&S Chair and Vice-Chair, in an informal briefing, to look at our finances in the light of another local authority's financial position – Croydon. It was useful to look at their experience and the problems they got into, and to reassure ourselves that we are not in the same position financially as a local authority.

We recognise that this year's work has concentrated most on internal improvements around finance, rather than from a community perspective. We can seek to redress this balance next year.

Looking ahead

In the coming year, we will continue to robustly challenge financial and budgetary aspects of the regeneration scheme and the commercialisation projects – we need to focus on these and scrutinise more thoroughly. In the past year, quite understandably, we have had to focus on Covid-19. As we come out of the pandemic, we need to get back to a balance of looking at performance as well as finance – we need to look across the board and deep dive into areas of specific concern / interest.

There has been an impact on council services due to the pandemic. Now, we have to ask questions about how do we get back to the new normal; what will be the impact on our different services; what have we learned that means that we can do things differently and better? One example is our contact centre has been more proactively contacting residents, making phone calls to check their welfare. We need to build on this work.

In terms of Harrow more widely, as a community, how do we get back to normality? Businesses are feeling the pinch and we will look at how the council can support individuals and businesses. There are a lot of things we can do but many depend on finances.

Harrow's planning system is problematic and we feel there is a need to interrogate and scrutinise the whole of the planning regime.

As scrutiny councillors we very much appreciate the support from officers and the transparency of information that they share with us. It is good to really get under the skin of issues and be able to hold the council accountable. There is a lot to learn from that process – rewarding especially when your advice is taken on board.

HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE



Councillor Michael Borio – Health Scrutiny Lead

Councillor Rekha Shah – Chair, Health and Social Care Sub-Committee

Councillor Vina Mithani – Vice-Chair, Health and Social Care Sub-Committee and Health Scrutiny Lead

Our role

Together, with the Health and Social Care Scrutiny Sub-Committee, we consider health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. The aim of our work has been to provide strategic support and a resident's perspective to the local CCG and NHS who strategically plan local services around access to primary and acute care. We also seek to identify what we councillors, as community leaders, can do to encourage residents to make best and most appropriate use of the healthcare resources available to them in Harrow.

We have pursued this by scrutinising the main health stakeholders in Harrow through our Health and Social Care Sub-Committee which meets three times a year as well as additional meetings with stakeholders in private sessions, including NHS colleagues and senior council directors, and also with our scrutiny councillor colleagues through the Scrutiny Leadership Group. Further, we represent Harrow's interests on the NW London Joint Overview and Scrutiny Committee, which has oversight of health services on a sub-regional level.

The focus of our work over the past year

Covid-19 has obviously dominated the work of the Health and Social Care Scrutiny Sub-Committee in 2020/21 as we assessed the situation in care homes and hospitals, community infection rates and testing, and the rollout of the vaccination programme. However we have also continued to monitor the reorganisation of CCGs in North West London into a single CCG, the Mount Vernon Cancer Centre Review, progress on the Out of Hospital Plan, the council's Adult Social Care Strategy, the Mental Health Strategy / Mental Health Review and regular updates on the work of the NW London JHOSC. Equally, as scrutiny leads, we have continued to meet with relevant stakeholders through our quarterly meetings with the Director of People's Services and the Director of Public Health at Harrow Council.

The impact and value of our scrutiny

Although operating remotely in 2020/21, through scrutiny we have ensured that the council's response and effectiveness of responding to the Covid-19 pandemic in Harrow has continued to be monitored as well as ensuring that other important areas of health in Harrow continued to be scrutinised.

We believe that this will lead to improved outcomes for Harrow residents and lessons learned as we continue to deal with Covid-19 for the foreseeable future. We have also used the messages highlighted to us by NHS colleagues in our own role as community leaders,

for example around measures to prevent the transmission of coronavirus and challenging some myths about vaccination.

Looking ahead

Covid-19 will continue to dominate our work in the year ahead as we monitor the continuation of community testing and the completion of the vaccination programme in Harrow as well as assess the lessons learned from the pandemic. We will also continue to monitor the reorganisation of CCGs in North West London, the completion of the Mount Vernon Cancer Centre Review and impact on Harrow residents following the arrival of the long anticipated White Paper on Social Care. Equally, as scrutiny leads we will continue to meet with relevant stakeholders.

“I have a long standing interest in health and social care issues, both through my previous policy work in the charity sector, and through my own personal family experience in recent years dealing with navigating the complexities of the social care system and related hospital admissions. So I welcome the opportunity to be able to scrutinise these decisions locally here in Harrow – working on behalf of our residents to hold key local stakeholders to account and to improve health outcomes for our residents.”

Cllr Michael Borio, Health Scrutiny Lead

PEOPLE SCRUTINY LEADS



Councillor Janet Mote, People Scrutiny Lead

Councillor Jerry Miles, People Scrutiny Lead

Our role

As scrutiny lead members for the People Directorate, we have a huge role in looking after everybody – from birth to old age. Our role is to be a critical friend to the organisation and to help the residents of Harrow. One of the best things about scrutiny is that it is cross-party – not political at all: we all work together.

In our role, it is so important to go out and meet the people, but that has not been possible over the last year with Covid-19 restrictions. We have had to find out what people are doing through other ways and get to know all the good things being done on the ground. We talk to the Corporate Director Paul Hewitt on a quarterly basis to chart progress in the directorate's work and better understand the challenges.

The focus of our work over the past year

Many of the challenges have been Covid-related and its significant impact on adult social care, the elderly in care homes and the community, schools, children and their families. The staff supporting these groups have been truly amazing over the last year.

We also want to highlight the superb roll out of the Covid-19 vaccination programme in Harrow and thank all those involved in protecting our most vulnerable residents and wider communities.

The impact and value of our scrutiny

We have continued to check that safeguarding is in place, as well as the health and wellbeing of families and schools, and monitoring care homes as well. We continue to exercise scrutiny's role of being a critical friend, trying to make sure all possible was done.

Looking ahead

Looking ahead, we need to keep check of the aftermath and consequences of Covid-19 and make sure the council makes best use of the lessons learnt in continuing to do the best for our residents.

COMMUNITY SCRUTINY LEADS



Councillor Jean Lammiman, Community Scrutiny Lead

Councillor Ghazanfar Ali, Community Scrutiny Lead

“This is a positive and rewarding area to work in! You can see the benefits of how you can make a difference - it’s not about you, it’s about the community. It is also so important to build community messaging, so people feel part of it. We enjoy working together and with officers. It’s been good working on this brief - informative and we’ve been able to help - and we’re proud of being community representatives.”

Our role

In Community, we look at a wide range of issues from environment, libraries and homelessness to cleanliness, fly-tipping and bins - things that affect residents directly.

The focus of our work over the past year

Our brief is a wide brief with things heightened due to Covid-19. A good part of our attention this year has been on homelessness and housing, and it is very important for us to identify with officers where to focus. The Homelessness Reduction Act is two years old now. Covid-19 has increased rough sleeping and made it worse for low income families – landlords are after them with eviction notices and making life hard. There’s a stop on eviction at the moment but we know that people are acting against the law.

We have also focused on the development of an economic recovery strategy for the borough, concentrating on the immediate impacts of Covid-19, resulting pressures, homelessness and safeguarding implications. The stress of home-schooling during lockdowns is a pressure cooker, financial issues and homelessness all lead to other concerns, for example mental health issues, as picked up by the Health and Social Care Scrutiny Sub-Committee. The economic recovery work has been slowed due to Covid-19 related limitations on businesses, although business grants and the furlough scheme are available.

Harrow’s housing stock is very low and has historically been so. We are doing what we can to develop new stock and scrutiny scrutinises that! It is really about attempting to enhance people’s lives when they are at their wits end. Another issue, high on the agenda especially now, is community messaging. We need to work together as a community and councillors’ cross-party working is key to getting messages across.

The impact and value of our scrutiny

We are going through a difficult time because of Covid-19 and it has highlighted impacts and areas of difficulty, including:

- Homelessness – a Homelessness Action Board has been set up this year and we received regular updates from this.
- Bin collections.
- Fly tipping – we have kept a watching brief on this for some time. It is unfortunately not just a few bags! It can be indicative of Housing of Multiple Occupancies, and further there is the issue of alleyways being blocked by fly tipping.
- Highways maintenance – building on our review in 2019, we focus on communications so complaints that come in are properly responded to – and as priority, if a priority. Our review highlighted that communications between the Highways Team and residents is important and we have asked that residents are informed in good time of street works. The other side is ensuring consultation with residents not imposing things on them, and that timely consultation is part of the communications process.

We are doing well with our watching brief – it has given us a focus and we work collaboratively with the Corporate Director for Community and Portfolio Holders who understand that we are watching progress. As scrutiny leads, we have a plan agreed for the briefings we receive throughout the year. We are also in discussion with officers all the time - regular meetings with officers, on environment and highways, has helped solve many issues!

Accountability is a really strong message: we both want to feel that the council is properly aware and is held accountable. For us, taking issues that are affecting our diverse communities, to officers means that accountability comes through a proper scrutiny process.

Looking ahead

Taking a quarterly approach, in the first quarter (April to June), we want to examine fly tipping, garden waste and the Environment department's restructure – in addition to our brief on homelessness and economic strategy. Fly tipping remains key throughout. For the following quarter (July to September), we want to focus on enforcement and planning – to address contraventions of any rules we need enough people to support and enforce during Covid-19.

“Enforcement in the second lockdown has been very good – we are genuinely a learning organisation and should be congratulated for it.”

RESOURCES SCRUTINY LEADS



**Councillor Honey Jamie, Resources
Scrutiny Lead**

**Councillor Kantilal Rabadia, Resources
Scrutiny Lead**

Our role

Our scrutiny role enables us, in chosen areas, to review the work undertaken by council officers as part of the council's strategic plans and objectives for a better and effective service to residents. Reviewing performance against the desired outcomes enables us to hold the council to account. By working with officers around policy changes and service improvements we can help shape the future offer to residents.

The focus of our work over the past year

We are involved in shaping the scrutiny work programme as part of the Scrutiny Leadership Group. Our focus is to ensure that services and programmes within the Resources directorate are reflected in scrutiny's work. We work with the Resources corporate director to understand the improvements made by the directorate as part of the modernisation and transformation programme. This year, however, has been different and we recognise that a lot of the organisation's capacity has gone into responding to the emergencies posed by the pandemic and supporting residents and businesses to deal with the impact. This has needed Harrow's technology to move with the times and also placed emphasis on how the council interacts with residents – face to face is no longer an option in most cases – the council has had to adapt to new ways of working due to the challenges thrown at it by the pandemic. So, we are pleased that the Overview and Scrutiny Committee has considered the implementation of the council's new IT services and channel migration, for example.

The impact and value of our scrutiny

We started a review of shared services in 2019 and held a challenge panel just before the pandemic started. This review examined several Harrow case studies of existing and past shared services with a view to determining the success and learnings from such arrangements. Unfortunately, we had to pause the review as the pandemic meant stretched organisational capacity. Nevertheless, we reported back our findings to date and initial conclusions to the Overview and Scrutiny in April 2021 and have asked that Cabinet consider the recommendations when Executive capacity allows.

Looking ahead

We anticipate that our work next year to concentrate on the longer-term impact of Covid-19 and how the council's services can continue to help residents and businesses recover from the pandemic. As services have adapted and transformed, we need to make sure this does not leave some in society behind, for example due to digital exclusion.

APPENDIX: SCRUTINY COMMITTEE BUSINESS AND ATTENDANCE 2020-2021

Overview and Scrutiny Committee		
<p>Chair: Councillor Sachin Shah Vice-Chair: Councillor Stephen Greek</p> <p>Other members: Councillors Dan Anderson; Jeff Anderson; Sarah Butterworth; Honey Jamie; Jean Lam- miman; Chris Mote; Kantilal Rabadia</p> <p>Co-optees: Mr N Ransley, Reverend P Reece, Mr M Chandran, Ms M Trivedi, Harrow Youth Parliament representative</p> <p>Committee details and agenda papers for meetings available on Harrow Council website</p>		
Meetings	Attendance	Main Items
2 June 2020	<p>Portfolio Holders: Councillor Graham Henson Councillor Adam Swersky</p> <p>From outside agencies: None</p>	<p>Establishment of Sub-Committees 2020/21</p> <p>Appointment of Scrutiny Leads 2020/21</p> <p>The Council's Response to Covid-19 - Question and Answer Session with the Leader of the Council and the Chief Executive</p>
7 July 2020	<p>Portfolio Holders: Councillor Graham Henson Councillor Krishna Suresh Councillor Adam Swersky</p> <p>From outside agencies: Acting Chief Inspector of the Metropolitan Police (NW London Command Unit)</p>	<p>Covid-19 - Impact on Policing - Question and Answer Session</p> <p>Covid-19 - Economic Recovery and Update - Question and Answer Session</p>
1 September 2020	<p>Portfolio Holders: Councillor Keith Ferry</p> <p>From outside agencies: Pinsent Masons LLP – council's external legal advisor Avison Young – council's external commercial advisors</p>	<p>Harrow Strategic Development Partnership - Appointment of Preferred Bidder</p>
20 October 2020	<p>Portfolio Holders: Councillor Graham Henson Councillor Varsha Parmar Councillor Adam Swersky</p> <p>From outside agencies: None</p>	<p>Question and Answer Session with the Chief Executive and Leader of the Council on the Council's ongoing Emergency Response to the Covid-19 Pandemic</p> <p>Borough Plan Update</p> <p>Equalities, Diversity and Inclusion Strategic Framework</p> <p>Refreshed Scrutiny Work Programme 2020/21</p> <p>Scrutiny Annual Report 2019-20</p>
8 December 2020	<p>Portfolio Holders: Councillor Adam Swersky</p>	<p>Update on the Implementation of New IT services</p>

Scrutiny Annual Report 2020-2021

	Councillor Krishna Suresh From outside agencies: None	Quarterly Crime Report December 2020
12 January 2021	Portfolio Holders: Councillor Adam Swersky From outside agencies: None	Question and Answer Session with the Leader of the Council and the Chief Executive (part of the Council's general annual consultation process on the budget).
20 April 2021	Portfolio Holders: From outside agencies:	To be completed following meeting

Performance and Finance Scrutiny Sub-Committee		
<p>Chair: Councillor Kiran Ramchandani Vice-Chair: Councillor Pritesh Patel</p> <p>Other members: Councillors Ghazanfar Ali, Honey Jamie, Nitesh Hirani</p> <p>Committee details and agenda papers for meetings available on Harrow Council website</p>		
Meetings	Attendance	Main Items
27 July 2020	Portfolio Holders: Councillor Adam Swersky From outside agencies: None	Revenue and Capital Outturn 2019-2020 Coronavirus (Covid-19) Report - Economic Recovery and Update
14 December 2020	Portfolio Holders: Councillor Adam Swersky Councillor Simon Brown Councillor Christine Robson From outside agencies: None	Children and Adult Social Care Complaints Annual Reports 2019/2020 Reports from the Director of Finance: 1) Revenue and Capital Monitoring 2020/21 - as at Quarter 2 (30 September 2020) 2) Draft Revenue Budget 2021/2022 and Draft Medium Term Financial Strategy 2021/2022 to 2023/2024; and 3) Draft Capital Programme 2020/2021 to 2023/2024.
22 March 2021	Portfolio Holders: Councillor Adam Swersky From outside agencies: None	Responding to the Recommendations from the Universal Credit Commission Channel Migration Presentation Revenue and Capital Monitoring 2020/21 – as at Quarter 3 (December 2020) Final Revenue budget 2021/22 and Final Medium Term Financial Strategy 2021/22 to 2023/24

Health and Social Care Scrutiny Sub-Committee**Chair: Councillor Rekha Shah****Vice-Chair: Councillor Vina Mithani**

Other members: Councillors Michael Borio, Dr Lesline Lewinson, Natasha Proctor

Co-optees: Julian Maw (Healthwatch Harrow), Dr N Merali (Harrow Local Medical Committee)

[Committee details and agenda papers for meetings](#) available on Harrow Council website

Meetings	Attendance	Main Items
24 June 2020	Portfolio Holders: Councillor Simon Brown From outside agencies: Harrow CCG NWLH NHS Trust Mind in Harrow CNWL	Covid-19 - Recovery Plan for the Harrow, Health and Care Partnership (Integrated Care Partnership)
19 November 2020	Portfolio Holders: Councillor Simon Brown Councillor Christine Robson From outside agencies: Harrow CCG NWLH NHS Trust CNWL NHS England and NHS Improvement	Mental Health Strategy / Mental Health Review Mount Vernon Cancer Services Review - Update Progress on Out of Hospital Plan Response to Covid-19 Update Adult Social Care Strategy Update from NW London Joint Health Overview & Scrutiny Committee
23 February 2021	Portfolio Holders: Councillor Simon Brown Councillor Christine Robson From outside agencies: Harrow CCG NWLH NHS Trust NHS England and NHS Improvement	Mount Vernon Cancer Services Review - Update Update on Health and Social Care Response to Covid-19 Update from NW London Joint Health Overview & Scrutiny Committee



Report for: Overview and Scrutiny Committee

Date of Meeting:	20 April 2021
Subject:	Scrutiny Work Programme 2021-2022
Responsible Officer:	Alex Dewsnap, Director of Strategy & Partnerships
Scrutiny Lead Member area:	All
Exempt:	No
Wards affected:	All
Enclosures:	Scrutiny Work Programme 2021-2022

Section 1 – Summary and Recommendations

This report provides the Scrutiny Work Programme for 2021-2022, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- a) Consider and approve the Scrutiny Work Programme to guide Harrow scrutiny's work for 2021-2022.
- b) Submit the Scrutiny Work Programme 2021-2022 to Full Council for endorsement.

Section 2 – Report

The four-year Scrutiny Work Programme for 2018-2022 was developed after the last local elections in Harrow, agreed by O&S in September 2018 and presented to Council for consideration in November 2018.

The Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members, are the guardians of the scrutiny work programme and use it to support their role in providing the strategic direction of scrutiny in Harrow. The Scrutiny Leadership Group meets bi-monthly to review and assess progress on the work programme. The items in the work programme form the in-year forward plan for the Overview and Scrutiny Committee and its sub-committees.

Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group refreshed the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny. The refreshed work programme was agreed by the Overview and Scrutiny Committee in October 2020 and endorsed by Council in November 2020.

The attached work programme provides the updated work programme for 2021-2022 (Year 4 of the administrative cycle) and progress for 2018-21 (Years 1 to 3), shaded in grey, by way of reference.

Ward Councillors' comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Council Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer, 07874 891499,
nahreen.matlib@harrow.gov.uk

Background Papers: None

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Scrutiny Work Programme 2021 – 2022

Background

In 2018, the Overview and Scrutiny Committee agreed a 4-year scrutiny work programme (2018-2022). The Scrutiny Leadership Group are the custodians of the Scrutiny Work Programme and meet bi-monthly to ensure the work programme remains current, is delivering and to agree the escalation of any issues from Scrutiny Leads or committees. Routine and standing items such as statutory reports, follow up to scrutiny reviews, health consultations and Q&A sessions are added to the in-year forward plans for each of the scrutiny committees. In addition, performance indicators from the P&F 'watchlist' are added to the Leads' remits. This allows the work programme to be flexible and respond to developing and emerging need. Work that scrutiny launches in year one may carry on into subsequent years.

Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny. This was agreed by O&S in October 2020 and endorsed by Full Council in November 2020.

Given below the proposed Scrutiny Work Programme for 2021-2022 (Year 4), with the work programme for 2018-2021 (Years 1 to 3) shaded and provided by way of reference.

Proposed Scrutiny Work Programme Year 4: 2021-22

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 4 2021/2022				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none">The 'new normal'	Recovery, resilience and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	

	<ul style="list-style-type: none"> Lessons learnt 			
	<p>Regeneration</p> <ul style="list-style-type: none"> Progress of the HSDP (joint venture) Developing strategy for delivering HSDP and HNC 	Policy development of regeneration plans	Cllr Graham Henson	
	<p>Equalities</p> <ul style="list-style-type: none"> Council's action plan in response to Patrick Vernon's independent race review Development of council's EDI strategy 	<p>Policy development on Equality, Diversity & Inclusion.</p> <p>Tackling inequalities, as prioritised in Borough Plan and highlighted by disproportionate impacts of Covid on individuals and communities.</p>	Cllr Varsha Parmar	
Performance and Finance	Budget – financial impact of Covid-19 pandemic	Recovery, resilience and longer term implications	Cllr Adam Swersky	
	Performance – TBC		Cllr Adam Swersky	Pending re-establishment of performance reporting cycles.
Health Sub	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	<p>Recovery, resilience and longer term implications</p> <p>Addressing inequalities, especially in BAME communities</p>	<p>Cllr Simon Brown</p> <p>Harrow CCG</p> <p>LNWHT</p>	

	Mount Vernon Cancer Centre Review	Reconfiguration and re-location of cancer services at Mount Vernon Hospital	NHS England & NHS Improvement Harrow CCG	Public consultation currently planned for Autumn 2021 - this may ask affected local authorities to establish a JHOSC.
Scrutiny Reviews	TBC – possible review of council’s consultation and engagement processes	.	Cllr Sue Anderson	
	TBC – possible review of council’s enforcement regimes (e.g. community safety, planning)		Cllr Krishna Suresh Cllr Keith Ferry	

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Scrutiny Work Programme Years 1 to 3: 2018-2021

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 1 2018/2019				
Overview & Scrutiny	ASB & Youth Crime	Contribute to the development of the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan.	Cllr Krishna Suresh	Green Programmed into O&S forward plan for April and June 2019
	Waste, Recycling and Fly-tipping	How might we ensure the councils waste strategy and enforcement activity have a positive impact on increasing recycling levels and reducing flytipping. How might we ensure the depot redevelopment plans have a positive impact on increasing recycling levels and reducing flytipping. How might we use technology so that we can improve the bin collection system	Cllr Varsha Parmar	Green A series of three reports agreed and programmed into O&S agenda: <ul style="list-style-type: none">- Waste strategy and recycling performance- Flytipping- Use of technology Need to think about how scrutiny can make recommendations in committee as well as in reviews.

	Adult Social Care	How is the council responding to the Government consultation on care and support for older people	Cllr Simon Brown	<p>Green</p> <p>Delayed as Government consultation has been delayed</p> <p>Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.</p>
Performance and Finance	Children's services demand pressures & budget	Focus on understanding the children's services budget pressures, forecasts and savings proposals and the impact these are having on performance.	Cllr Christine Robson	<p>Amber</p> <p>No specific agenda items scheduled on this topic for P&F, discussed in the context of the whole council budget.</p> <p>Budget report scheduled for December.</p>
	Adult Social care demand pressures & budget	Focus on understanding the adult social care budget pressures, forecasts and savings proposals and the impact the these and the new 'resilient communities' vision are having on performance.	Cllr Simon Brown	<p>Green</p> <p>A report on the Impower review was scheduled into the P&F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.</p>
Health Sub	Mental Health	<p>How might we work together to improve young people's mental health in the borough</p> <p>Follow up on progress to date on the scrutiny review into maternity services at Northwick Park</p>	<p>CNWL</p> <p>Barnardo's</p> <p>Young Harrow Foundation</p> <p>NWLHT</p>	<p>Red</p> <p>Not been a part of the Health sub's agenda this year due to the priority given the CQC inspection of Northwick Park hospital and changes to Alexandra Avenue walk-in services.</p> <p>Mental health strategy programmed in for Summer/Autumn 2020.</p> <p>Green</p> <p>The Committee has had regular reports on the CQC inspection and subsequent improvement plan.</p>

		Hospital. Part of CQC inspection report and action plan.		
Scrutiny Reviews	ASB and youth crime (Resources & Children's Leads)	How might we use all the council's policies (especially planning, licensing and regeneration) to contribute to reducing ASB and youth crime.	Cllr Krishna Suresh,	Green Review completed
	Road Maintenance (Communities Leads)	How might we better inform, engage and consult with residents so that the agreed work schedule addresses the concerns of residents as raised in the 2017 residents' survey.	Cllr Varsha Parmar	Green Review completed
Scrutiny Leads	People's	Children's demand pressures and budget Adult demand pressures and budget	Paul Hewitt, Visva Sathasivam	
	Communities	Waste, Recycling & Flytipping In-work Poverty	Paul Walker	
	Resources	Capital programme Customer services and access to services/digital exclusion Strategic Community Safety	Alex Dewsnap	
	Health	Life expectancy Health and Social Care Integration (STP, Accountable Care, Better Care Fund)	Paul Hewitt, Carole Furlong	
Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 2 – 2019/2020				
Overview & Scrutiny	Regeneration Strategy	Infrastructure Review Lobbying Strategy The Strategic Delivery Partnership Emerging Wealdstone Plan (building on previous scrutiny reviews)	Cllr Keith Ferry	Green Report came to Sept O&S following up the scrutiny review of regen finance. Further reports, activity to be agreed

				Report on implementation of review's recommendations came to O&S in January 2020.
	Adult Social Care	<p>How is the new 'Resilient Communities' vision and transformation programme contributing to reducing spend and demand pressures and supporting the growing ageing population in the borough.</p> <p>How is the council responding to the Government consultation on care and support for older people – subject to any government announcement during the year.</p>	Cllr Simon Brown	<p>Green</p> <p>A report on the Impower review was scheduled into the P&F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>This was scheduled for O&S November 2019, which was subsequently re-scheduled due to the general election. Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.</p>
	Shared Services	How might we learn from six years of shared services initiatives so that any future shared service ventures benefit Harrow residents.	Cllr Adam Swersky	<p>Amber</p> <p>The review held a challenge panel in March 2019. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore did not report back to O&S as planned. A report is now due to O&S in April 2021.</p>
	ASB and Youth Crime	Explore our understanding of the drivers of Youth crime to that the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan are responding effectively.	<p>Cllr Krishna Suresh</p> <p>Borough Commander</p>	<p>Green</p> <p>VVE strategy, YOT plan and Scrutiny review into youth violence all considered at for June O&S</p>
Performance and Finance	Budget	<p>Adult social care budget – what is replacing project Infinity?</p> <p>MTFS budget strategy</p>	Cllr Adam Swersky	<p>Green</p> <p>MTFS and draft budget considered by P&F in December, feeding into O&S Q&A on budget in January.</p>
	Performance	Digitisation of customer services - What impact is the move to digital and online services/customer contact having on residents' ability to access services.	Cllr Adam Swersky	<p>Amber</p> <p>Scheduled for P&F March 2021.</p>

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
		Innovation		
Health Sub	Public Health Need and Health Inequalities Patient Transport NHS Long-Term Plan Performance at Northwick Park Hospital			Green Public health report came to Health Sub in June. Patient transport and NHS long term plan is being considered at regional level through the JHOSC LNWHT's quality account considered by Health Sub in June.
Scrutiny Reviews	Shared Services	Lessons learnt, other councils' experiences, impact on savings and improving quality	Cllr Adam Swersky	Amber Cllr Kantilal Rabadia as Chair. The review held a challenge panel in March 2019. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore did not report back to O&S as planned. A report is now due to O&S in April 2021.
	Annual Report Review	Sub-group to meet and review format and structure of annual report		Green Cllr Richard Almond and Cllr Jean Lammiman met and report back progress through SLG. Comms Team have agreed helped pull together annual report for 2019-20. Work on the Scrutiny Annual Report was suspended due to the Covid emergency. Reported back to O&S in October 2020 and Council thereafter.
	TBC			
Year 3 2020/2021				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> Council response to the emergency 	Emergency response Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	Green O&S has continuing discussions with the Leader and Chief Executive on the response to and impact of the Covid-19

	<ul style="list-style-type: none"> The 'new normal' 			<p>pandemic. Covid updates have been presented to O&S in June, July, October and January meetings.</p> <p>Much of the council's work going forward will focus on the impact of Covid and therefore scrutiny will reflect this in its work programme.</p>
	<p>Regeneration</p> <ul style="list-style-type: none"> Progress of the HSDP (joint venture) Developing strategy for delivering HSDP and HNC 	<p>Pre-decision scrutiny</p> <p>Policy development of regeneration plans</p>	Cllr Keith Ferry	<p>Green</p> <p>Scrutiny receives an informal briefing from officers whilst the Cabinet report is being drafted. This is then considered formally at O&S ahead of the Cabinet meeting which receives a revised report including scrutiny's comments. This process was adopted for the Stage 1 report in September and will be replicated for Stage 2 reporting on the accommodation strategy in April.</p>
	<p>Policing</p> <ul style="list-style-type: none"> Response to and impact of Covid-19 pandemic and lockdown Issues relating to BAME communities in light of Black Lives Matter 	<p>Emergency response</p> <p>Recovery and longer term implications</p> <p>Addressing inequalities and unfairness</p>	<p>Cllr Krishna Suresh</p> <p>Borough Commander</p>	<p>Green</p> <p>O&S invited the Borough Commander to O&S in July to discuss policing in Harrow and subsequently community safety performance was considered by O&S in December.</p>
Performance and Finance	Budget – financial impact of Covid-19 pandemic	Recovery and longer term implications	Cllr Adam Swersky	<p>Green</p> <p>P&F considered the 2019/20 outturn in July, including the impact of Covid. In December, it looked at the draft budget papers, to inform the O&S Q&A in January.</p>
	Performance – digital inclusion	Council's approach to digital inclusion and impact on different communities	Cllr Adam Swersky	<p>Amber</p> <p>Scheduled for P&F in March.</p>
Health Sub	Covid-19 – impact on health and social care services in Harrow	<p>Emergency response</p> <p>Recovery and longer term implications</p>	<p>Cllr Simon Brown</p> <p>Harrow CCG</p> <p>LNWHT</p>	<p>Green</p> <p>Regular discussion at Health Sub – June, November and February meetings.</p>

	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	Emergency response Recovery and longer term implications Addressing inequalities	Cllr Simon Brown Harrow CCG	Green Regular discussion at Health Sub – June, November and February meetings. Use of Healthwatch quarterly trends report (survey of 300+ residents) to identify disproportionate impact on communities.
	Mental health and wellbeing		Cllr Simon Brown	Amber Discussion started at November Health Sub, to be followed up at subsequent meeting. MIND Harrow and CNWL involved in discussions.
Scrutiny Reviews	Delivering the Borough Plan	Engagement on themes Reducing inequalities	Cllr Graham Henson	Amber Work on the Borough Plan is paused due to stretched organisational capacity.
	Council actions to address equalities	Developing and delivering an equalities action plan Scrutiny's role in cross-party member working group		Green An update on corporate equalities work was presented to O&S in October. Scrutiny involvement in the cross-party members' group continues.
	Adult social care reform	White paper (expected soon) – analysis of implication on Harrow and council response to consultation	Cllr Simon Brown	Amber White paper yet to be published.
	Policy development in council strategies – how to engage scrutiny	Scrutiny's role in policy development and pre-decision scrutiny	Cllr Graham Henson	Amber No formal consideration yet, however progress of HSDP scrutiny demonstrates a good working approach to scrutiny's role in policy development?
Outstanding from Year 2 2019/2020	O&S/Review – Shared Services			Amber Scheduled to report back to April O&S, with relaxation of expectations on timing of Executive response given current organisational capacity stretch.
	P&F – MTFS Budget Strategy			Green Considered at P&F in December

	P&F – Digitisation on customer services			Amber Scheduled for March P&F.
	Scrutiny Annual Report 2019/20			Green Presented to Council in November.



**Report for: Chief Officer
Employment Panel**

Date of Meeting:	18 th March 2021
Subject:	Re-grading of the posts of Director of Education and Director People Services Strategy and Commissioning
Responsible Officer:	Paul Hewitt Corporate Director People Services
Exempt:	No
Wards affected:	N/A
Enclosures:	Appendix 1: Job Descriptions & Person Specifications – information only

Section 1 – Summary and Recommendations

This report makes a recommendation in relation to the review of the senior management structure of People Services for Education Services and People Services Commissioning and Strategy and proposes additional responsibilities and approval of remuneration packages.

Recommendations:

The Panel is requested to approve that the grade of D2 (£109,785 to £123,588) be applied to the posts of Director of Education and Director People Services Strategy and Commissioning.

Section 2 – Report

Background

- 2.1 People Services has a significant number of challenges and opportunities; specifically, budget pressures, supporting our schools and early years community, and social care. At a strategic directorate level, the overall structure and how it is operating in practice is good and fit for purpose. As the structure is sound and the officers are professional and competent, given the scale of the opportunities and challenges, a restructuring exercise is not appropriate at this time. The proposed changes to the role profile and person specification for the posts of Director of Education and Director People Services Strategy and Commissioning move forward on this basis, putting in place the necessary actions to formalise the existing arrangements across the Divisional Directors for Education Services and Strategy and Commissioning.
- 2.2 The current structure for People Services was established in April 2016 with the appointment of the Divisional Director Education Services and Divisional Director People Services Strategy, Commercialisation and Regeneration. Since then there have been several service reviews and minor and major re-structures to realign services and ensure capacity is effectively deployed including the People Services Commissioning re-structure following the LGA Peer Review and the School Effectiveness and Improvement and Early Years re-structures.
- 2.3 The role profiles for the Divisional Director posts and titles needed to be reviewed and updated, to reflect the changes that had evolved over time, as outlined in 2.2 above, and to incorporate the current responsibilities. The roles of these posts, Director of Education Services and Director of People Services Strategy and Commissioning are critical to ensure that there are clear lines of accountability across the Directorate, and clarity about these accountabilities for both internal and external stakeholders.
- 2.4 The current postholders are fulfilling the roles and responsibilities set out at Appendix A, and asked for the roles to be re-evaluated. Both

postholders are already in post and will be assimilated to the new grade of D2.

- 2.5 The Chief Officers' Employment Panel (COEP) is responsible for approving the remuneration packages of £100,000 or greater for any Council post and for reporting back to Council for information purposes on all such approved remuneration packages.

Role Profile and Person Specification

- 2.6 The new Director of Education and Director People Services Strategy and Commissioning job description and person specification are attached at Appendix A to this report.

Harrow Council's Pay Policy Statement 2020/2021

- 2.7 All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point within the evaluated grade.
- 2.8 The Council delegates authority to the Chief Officers' Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and make appointments of Chief Officers in accordance with the Council's Pay Policy.

Grade of Post

- 2.9 The two Director posts have been re-evaluated by HR and been graded as D2 - £109,785 - £123,588. [Both postholders are currently remunerated at SCP 5 of D1 -£103,527 due to their length of time in service].

- 2.10 The difference between D1 and D2 grades are as follows:

Grade	SCP	Annual Salary
D1	1	£87,807
	2	£91,707
	3	£94,821
	4	£98,379
	5	£103,527

Grade	SCP	Annual Salary
D2	1	£109,785
	2	£113,118
	3	£116,478
	4	£119,976
	5	£123,588

Remuneration Package

2. 11 The Chief Officers' Employment Panel are therefore requested to agree that these Director posts be graded as D2. Both post holders will move to SCP 1 of D2, backdated to 1st April 2020. [This is because the re-evaluation of the posts was paused in March 2020 due to the pandemic, and should have taken effect from that time].

Legal Implications

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for any Council post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Financial Implications

The financial implications of this report will be contained within the current resources of the People Services Directorate.

Risk Management Implications

Risk included on Directorates risk registers: No
 Separate risk register in place: No

The report complies with the Chief Officer and senior manager contractual terms and conditions of employment.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

An Equality Impact Assessment (EqIA) has not been carried out, as the diversity of senior management is reported annually to the Employees' Consultative Forum. The latest annual report identified from the Council's workforce profile data, that there is an under representation of women, BAME and disabled staff in the current senior management structure. The following actions have been proposed over the last number of years:

- The Council will ensure all affected managers are treated fairly and there is no discrimination.
- The Council will continue to promote equality of opportunity and encourage and facilitate the development and appointment of underrepresented groups into senior posts.
- As the current postholders will be directly assimilated into these roles, the outcome of this exercise will result in no change to this under representation.
- The Council will continue to monitor the representation of women, black and ethnic minorities and those with a disability in senior management through performance indicators and report this annually to the Employees' Consultative Forum.

Council Priorities

These roles will support the Council's objectives in a number of areas and relates to the following high-level priorities:

1. Improving the environment and addressing climate change
2. Tackling poverty and inequality
3. Building homes and infrastructure
4. Addressing health and social care inequality
5. Thriving economy

Section 3 - Statutory Officer Clearance

Statutory Officer:

Signed on behalf of the Chief Financial Officer

Sharon Daniels

Head of Strategic and Technical Finance (Deputy S151)

Date: 8th March 2021

Statutory Officer:

Signed on behalf of the Monitoring Officer

Caroline Eccles

Senior Lawyer - Employment and Governance

Date: 8th March 2021

Chief Officer: Paul Hewitt
Corporate Director People Services

Date: 2nd March 2021

Section 4 - Contact Details and Background Papers

Paul Hewitt, Corporate Director, People Services
paul.hewitt@harrow.gov.uk

Job Title	Director of Education
Pay Grade	TBE
Directorate	People Services
Division	Education Services
Reports to	Corporate Director People Services
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>The Director of Education will:</p> <ul style="list-style-type: none"> • Lead and direct the strategic and general management of the of the Education Division • Lead and direct the strategic development of the Educations Division Commissioning function for statutory and non-statutory services. • Lead and direct services that relate to the education of children and young people aged 0-19 and those 0-25 with special educational needs and disability. • Advise the Leader, Chief Executive and Corporate Director in respect of reforms and responses to the national government agenda that impact on Education services across the People Services Directorate. • Lead on and be responsible for providing advice to Elected Members. • Develop and maintain effective working relationships with all relevant stakeholders both internal departments and members, and externally including with health, schools, stakeholders, providers, voluntary sector, service users, government bodies etc. • Lead and direct the effective development and implementation of key strategies and education on behalf of the Council and People Services • Responsible for integration of health and education (in partnership with Care) in Harrow in relation to SEND • Represent and otherwise deputise for Portfolio Holders and Corporate Director of People Services, as required • Principal point of contact with Regional Schools Commissioner and DFE on Education matters in relation to Harrow • Lead on the Council's Planning for school places and programmes for capital investment in school to ensure schools are designed to achieve the best outcomes. • Lead and influence the Council's 0-24 strategy to increase learning opportunities. 	
<p>Job Context (Key outputs of team/role)</p> <p>The post holder will:</p> <ul style="list-style-type: none"> • be based within the People Directorate within Harrow Council and report directly to the Corporate Director People Services and holds the strategic lead for Education. • be a member of the People Services Leadership Team, Corporate Leadership Group (CLG) and Education Service Management Team. • work across the directorate and organisational boundaries in a cross cutting and collaborative way seeing the links and synergies with budgets, resources and policies that will promote the Council's agreed priorities and put the interest of the Council first. • act as lead officer and directly advise the Corporate Director, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Directorate. Plans will cover between 1 and 5 year periods. • Lead and direct the strategic and general management of the following services / functions: 	

- The LA relationship with maintained, academy and free schools and LA partnerships with the private school sector
- Harrow Virtual School
- Special Educational Needs Assessment and Review Service (SENARS)
- SEND Transport commissioning
- Children’s Sensory Team
- Educational Psychology Service
- Autism Spectrum Team
- Portage
- School Admissions
- School Attendance
- School Organisation
- Children Missing Education
- Child Performance and Employment
- Elective Home Education (EHE)
- Home to School Transport
- Early Years (EYT): Childminders; PVI’s, EYFS
- Families Information Service (FIS)
- School Effectiveness (School Improvement)
- Harrow Education Partnership Board relationship
- Monitoring and Moderation of national tests
- Governor Services; including Governor Training
- NQT
- Standing Advisory Council for Religious Education (SACRE) and the Agreed Syllabus Conference (ASC).
- Young People who are not in Education, Employment of Training (NEET)
- Commissioning of licences across Education and related teams
- Develop and drive the agenda for the Council’s traded services to schools.
- Ensure appropriate governance arrangements, including the management of finance and regulatory activity.
- Support schools to improve educational achievements and learning outcomes for children and young people, including those looked after, those in receipt of free school meals, with special educational needs, disability or at risk of exclusion.
- Responsibility for ensuring that schools, academies, and colleges identify and address the causes of inequalities in educational outcomes and attainment, especially for vulnerable learners and children looked after.
- Promote inclusion and ensure delivery of an authority wide model for inclusion and challenge schools where pupil exclusions are unreasonable.
- Lead on strategies to work with schools and other associated bodies regarding performance and autonomy and championing appropriate intervention with under performing schools and those requiring improvement.
- Promote a culture of aspiration throughout Harrow working in close partnership with education and skills stakeholders.
- Building a positive reputation for Education. Learning and Skills, locally and nationally through effective communications and stakeholder engagement.

Responsibility for:

- SEN funding of £40 million
- Other DSG funding of £16 million
- PP funding of £300,000

Staffing (core, DSG and SLA's)
£4million (approx.)

- **Generic Duties**
- *Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.*
- *To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.*
- *Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.*
- *To support the operation and general elections when requested by the returning officer.*

- **(The Following Generic Duties are for Managers with Delegated Budgetary Authority - please delete and amend where appropriate)**
- *To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.*
- *To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money*
- *To develop the structures, systems and policies necessary to support effective service delivery.*
- *To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.*
- *To resolve the most complex and high-level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.*
- *To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.*
- *To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.*
- *Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.*
- *To manage the teams and service provided in a way that promotes the Council's approach to diversity.*
- *Provide performance management for Council employees working within the service.*

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Main Duties / Accountabilities

1. Advise the Corporate Director and the Council's leadership team on policy and legislation relevant to People Services Directorate.
2. Resolve complex matters across People Services with the Council's People Services leadership team without recourse to the Corporate Director People Services except in the most serious situations.
3. Provide strategic leadership on the development and implementation of policies, strategies and projects that deliver the responsibilities and priorities of People Services Education including the Local Authority statutory duties for education.
4. To act as lead officer and directly advise the Corporate Director, portfolio holders, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Education functions. Attend council, cabinet and other committees and events as required.
5. Lead and direct the development and implementation of the People Services Strategic Education Plan, the SEND Strategy and other partnership plans relevant to Education.
6. Lead and co-ordinate communication on People Services Education both internally and with partners.
7. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place for Education services.
8. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
9. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
10. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
11. Maintain and develop an effective framework for consultation, engagement and co-production with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
12. Ensure services are both delivered and commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services.
14. Maintain and develop effective relationships and strategic partnership working with key partners, service providers and stakeholders and the wider community to facilitate high quality provision of services.
15. Responsible for integration of health and education (in partnership with Care) in Harrow in relation to SEND

16. Represent or deputise for the Corporate Director People Services as required at statutory and non-statutory forums e.g. Departmental, Council and partnership meetings and events.
17. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
18. Together with the Corporate Director and in collaboration with People Services Management Team and elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
19. Provide strategic leadership to school organisation strategy development and implementation and lead the commissioning of the school organisation capital programme.
20. Lead on a directorate developmental plan to review the use of assets for vulnerable residents and influence the regeneration programme to provide more local resources with potential savings in the future.
21. Secure alternative funding and resources as opportunities arise including bidding for capital and revenue grants and support charitable organisations to secure funding.

Selection Criteria - Knowledge, Skills and Experience

Role requirements	Essential	Desirable
Excellent knowledge and understanding of current issues for local government particular across People Services and operating in a political environment.	✓	
Excellent knowledge and understanding of the legislative frameworks affecting LA responsibilities.	✓	
A clear understanding of the diverse nature of Harrow's communities and the implications for achievement and inclusion services.	✓	
Experience of providing high level professional challenge, advice and support to partners, providers, headteachers, governors, Council officers and members.	✓	
Experience of leading on strategic policy development and implementation.	✓	
A strategic and lateral thinker, able to contribute to interdependent leadership and the development of integrated service delivery.	✓	
Experience and success in leading and managing individuals, teams, and budgets.	✓	
Proven experience of managing change and improvement programmes	✓	
Highly developed leadership skills, including evidence of	✓	

strategic thinking and planning.		
Proven ability to provide written reports to strategic and operational partners, including quality cabinet reports, briefings to senior partners etc.	✓	
Excellent critical thinking, influencing, communication and presentation skills.	✓	
High level analytical skills and the ability to draw data from a range of sources and present in a clear, concise manner.	✓	
Proven ability to motivate and manage teams.	✓	
Proven ability to make decisions autonomously when required on difficult issues.	✓	
Proven ability to work on own initiative and organise workload, working to schedule within changing deadlines.	✓	
Ability to work evenings and weekends as required.	✓	
Enhanced CRB clearance.	✓	

Qualifications

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Evidence of continuous professional development		✓	

Other Requirements

The job involves travel for business purposes:

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date

Job Title	Director People Services Strategy and Commissioning
Pay Grade	TBE
Directorate	People Services
Division	People Services Strategy and Commissioning
Reports to	Corporate Director People Services
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>The Director of People Services Strategy and Commissioning will:</p> <ul style="list-style-type: none"> • Lead and direct the strategic and general management of the of the Strategy and Commissioning Division • Lead and direct the strategic development of the People Services Commissioning function for statutory and non-statutory services. • Advise the Leader, Chief Executive and Corporate Director in respect of reforms and responses to the national government agenda that impact on commissioning services across the People Services Directorate. • Lead on and be responsible for providing advice to elected members • Develop and maintain effective working relationships with all relevant stakeholders both internal departments and members, and externally including with health, schools, stakeholders, providers, voluntary sector, service users, government bodies etc. • Lead and direct the effective development and implementation of key strategies and commissioning on behalf of the Council and People Services • Lead and direct the integration of health and social care across Harrow and North West London (NWL) • Represent and otherwise deputise for Portfolio Holders and Corporate Director of People Services, as required 	
<p>Job Context (Key outputs of team/role)</p> <p>The post holder will:</p> <ul style="list-style-type: none"> • be based within the People Directorate within Harrow Council and report directly to the Corporate Director People Services and holds the strategic lead for strategy and commissioning across People Services. • be a member of the People Services Leadership Team, Corporate Leadership Group (CLG) and Education Service Management Team. • work across the directorate and organisational boundaries in a cross cutting and collaborative way seeing the links and synergies with budgets, resources and policies that will promote the Council's agreed priorities and put the interest of the Council first. • act as lead officer and directly advise the Corporate Director, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Directorate. <ul style="list-style-type: none"> – Responsible for the effective management of: <ul style="list-style-type: none"> – a revenue commissioning budget approx. £60m, – a capital budget approx. £28m, – management of 1-4 direct reports and approximately 25 staff – indirect management of internal and external multi-disciplinary staff including professional specialists • Lead and direct the strategic and general management of the following services / functions: 	

- Strategic Commissioning and Market Management
- Arranging Care Team, Contract Monitoring Team and the Adults and Children's Complaints Team and Information Requests Team.

- **Generic Duties**

- *Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.*
- *To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.*
- *Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.*
- *To support the operation and general elections when requested by the returning officer.*

- **(The Following Generic Duties are for Managers with Delegated Budgetary Authority - please delete and amend where appropriate)**

- *To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.*
- *To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money*
- *To develop the structures, systems and policies necessary to support effective service delivery.*
- *To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.*
- *To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.*
- *To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.*
- *To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.*
- *Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.*
- *To manage the teams and service provided in a way that promotes the Council's approach to diversity.*
- *Provide performance management for Council employees working within the service.*

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Main Duties / Accountabilities

1. Advise the Corporate Director and the Council's leadership team on policy and legislation relevant to People Services Directorate.
2. Resolve complex matters across People Services with the Council's People Services leadership team without recourse to the Corporate Director People Services except in the most serious situations.
3. Provide strategic leadership on the development and implementation of policies, strategies and projects that deliver the responsibilities and priorities of People Services Commissioning including the Local Authority statutory duties for education, ASC and CSC.
4. To act as lead officer and directly advise the Corporate Director, portfolio holders, council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the People Services Commissioning. Attend council, cabinet and other committees and events as required
5. Lead and direct the development and implementation of the People Services Strategic Commissioning Plan and related projects.
6. Lead and co-ordinate communication on People Services Commissioning both internally and with partners.
7. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place for commissioned services, including Council led and joint commissioning with partners
8. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
9. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
10. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
11. Maintain and develop an effective framework for consultation, engagement and co-production with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
12. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services '
14. Maintain and develop effective relationships and strategic partnership working with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services
15. Lead and direct the integration of health and social care across Harrow and North West

London (NWL).

16. Represent or deputise for the Corporate Director People Services as required at statutory and non-statutory forums e.g. Departmental, Council and partnership meetings and events.
17. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
18. Together with the Corporate Director and in collaboration with People Services Management Team and elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
19. Provide strategic leadership to school organisation strategy development and implementation and lead the commissioning of the school organisation capital programme.
20. Lead on a directorate developmental plan to review the use of assets for vulnerable residents and influence the regeneration programme to provide more local resources with potential savings in the future.
21. Secure alternative funding and resources as opportunities arise including bidding for capital and revenue grants and support charitable organisations to secure funding.

Selection Criteria - Knowledge, Skills and Experience

Role requirements	Essential	Desirable
Excellent knowledge and understanding of current issues for local government particular across People Services and operating in a political environment.	✓	
Excellent knowledge and understanding of the legislative frameworks affecting LA responsibilities.	✓	
A clear understanding of the diverse nature of Harrow's communities and the implications for achievement and inclusion services.	✓	
Experience of providing high level professional challenge, advice and support to partners, providers, headteachers, governors, Council officers and members.	✓	
Experience of leading on strategic policy development and implementation.	✓	
A strategic and lateral thinker, able to contribute to interdependent leadership and the development of integrated service delivery.	✓	
Experience and success in leading and managing individuals, teams, and budgets.	✓	
Proven experience of managing change and improvement programmes	✓	
Highly developed leadership skills, including evidence of	✓	

strategic thinking and planning.		
Proven ability to provide written reports to strategic and operational partners, including quality cabinet reports, briefings to senior partners etc.	✓	
Excellent critical thinking, influencing, communication and presentation skills.	✓	
High level analytical skills and the ability to draw data from a range of sources and present in a clear, concise manner.	✓	
Proven ability to motivate and manage teams.	✓	
Proven ability to make decisions autonomously when required on difficult issues.	✓	
Proven ability to work on own initiative and organise workload, working to schedule within changing deadlines.	✓	
Ability to work evenings and weekends as required.	✓	
Enhanced CRB clearance.	✓	

Qualifications

Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Evidence of continuous professional development		✓	

Other Requirements

The job involves travel for business purposes:

Manager Signature	Employee Signature
Job Title	Job Title
Date	Date

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**Report for: Chief Officers'
Employment Panel**

Date of Meeting:	27 July 21
Subject:	The post of Head of Change and Flexible Futures
Responsible Officer:	Charlie Stewart, Corporate Director, Resources
Exempt:	No
Wards affected:	N/A
Enclosures:	Appendix 1: role profile

Section 1 – Summary and Recommendations

This report sets out details of a new post of Head of Change and Flexible Futures and requests approval for a potential salary level over £100,000.

Recommendations:

The Panel is requested to agree that the post of Head of Change and Flexible Futures be allocated to the grade of D1, the top point of which exceeds £100,000.

Section 2 – Report

Background

Flexible Futures

Many organisations have moved to a more flexible arrangement for where their office-based staff work. They have moved away from having offices, desks and meeting rooms allocated to individuals, and towards a more agile model of working. Under this agile model, office-based staff can work from various locations depending on what they are trying to achieve. They can work at home one-day, in an office another and, perhaps meet a partner, in their office, on a third. The office lay-out is also changing with space becoming more flexible and rows of desks being removed in favour of furniture more suitable to a range of activities such as workshops, quiet areas, small meetings and larger gatherings.

This move to a more agile and flexible method of working has benefits not just for the organisation, but also for staff. It gives staff flexibility in when and where they work so helping with their work-life balance. The required response to Covid-19 has forced many organisations to change to this method and therefore has accelerated its adoption.

The Council have adopted this flexible and agile lay-out for Forward Drive, to where the office-based staff will move towards the end of this year, and there is a significant amount of work to implement changes including:

- Implementing changes to the lay-out of the Civic Centre to support agile working after lock-down and before the move to Forward Drive.
- Decant 'ancillary services' (such as Registrars, Children services and front-of house) out of the Civic Centre complex to other Council buildings.
- Implementing cashless and paperless methodologies.
- Developing the lay-out and IT needs of Forward Drive and other buildings to bring in flexible working.
- Supporting the development of flexible technology to support agile working.
- Moving staff into the agile way of working including the use of Forward Drive collaborative site.

- Managing the change in culture and working practices needed to support agile working.
- Developing and implementing management-by-outcome rather than management by presence.

A Flexible Futures programme is being set-up to implement the new 'agile' way of working as part of the Council's wider Modernisation transformation. It is a major programme which will require the following capacity for its two-year period:

- Programme Support Officer
- Senior Project Manager (PM)
- Apps Development
- Data security
- IT integration project manager
- Digital, Paperless and Cashless PM
- Agile Working PM
- Agile Estate PM 1 -Estate Development PM
- Business Analyst
- HR & Legal support
- Agile Estate PM 2 - Moves manager

Programme Management Office (PMO) (Change)

The Council has had a small Programme Management Office that owns and implements the project management framework, governs the portfolios of projects, and provides support to programme boards including ensuring reporting is robust.

Prior to Covid-19 the PMO were setting up, on behalf of Corporate Strategy Board (CSB), a governance and reporting structure for all key Council projects and programmes and introducing a project framework. This development was paused during the response to the pandemic.

With the major changes the Council plans to introduce over the coming years, robust effective project and programme governance and reporting will be critical. Therefore, CSB have agreed that the PMO restart the work that was started before the pandemic within the resources they have available. This includes a Head of Service and two support officers. In addition, the PMO will develop the way projects are undertaken and the professional capability of all project managers in the Council. Over time it is proposed that the PMO will have a management dotted line to all project managers who manage key projects.

Changes to Current Role and Recruitment

It is proposed to establish, for a two-year period, a Head of Change and Flexible Futures to lead both the Flexible Futures programme and the PMO (Change).

In May 2020, the Corporate Director Resources undertook a consultation with staff and unions to re-organise the senior structure of Customer Service, ICT and Change Management. This re-organisation moved that part of the Head of Business Transformation's role that was to do with IT to the newly appointed Director of ICT. This left the Head of Business Transformation with the PMO and general Change leadership and the plan was to roll the post into the emerging Modernisation transformation.

However, at that time the Council's focus had turned to the response to the Covid-19 pandemic and all the Modernisation programme, except that to do with Flexible Futures, was put on hold. It was agreed to commence the Flexible futures programme in order to meet the timescales for the development of Forward Drive and because part of the Council's response to Covid-19 required a more agile working approach, capable of working from home and remotely. However, the final structure of the programme and, similarly, the PMO could only be finalised once the full Modernisation programme had been agreed. The Head of Business Transformation, who had previous relevant experience, was asked to set-up a small Flexible Futures workstream.

Now that the end of Covid-19 is in sight, the Modernisation programme has re-started and the Flexible Futures programme needs fully establishing and the PMO strengthened. This includes gaining approval to establish the position of Head of Change and Flexible Futures. This new post will subsume the remaining roles and responsibilities from the Head of Business Transformation (which is an MG4) and therefore that role will be deleted.

The Head of Change and Flexible futures role has been evaluated at a D1 level (salary range £85,455 to £100,755). The post is not a Chief Officer, but the salary range straddles £100,000 and therefore requires approval by the COEP. The Terms of Reference for this role are at Appendix 1.

Legal Implications

In accordance with the Constitution, this Panel approves the remuneration package for any Council post of £100,000 or over.

This Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Financial Implications

The salary for the temporary role of Head of Change and Flexible Futures will come from the current Head of Business Transformation position augmented by c£18,000 per year (for the 2 years) which will be funded from the Modernisation Transformation budget. This budget was agreed by Cabinet on 17th June 2021.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
If the salary package is not agreed then the successful implementation of agile and flexible working, a key initiative for the Council, would be at high risk	<ul style="list-style-type: none"> ▪ Support of CSB to agile and flexible futures and agreement of Cabinet to the Accommodation Strategy and funding hopefully provides COEP that the role is essential. ▪ If not agreed, then preplanning of the roll-out of the initiative would take place to either reduce scope, extend the timescale, or reduce quality of implementation. 	Amber

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

Council Priorities

Please identify how the decision sought delivers these priorities.

1. **Improving the environment and addressing climate change**
2. **Tackling poverty and inequality**
3. **Building homes and infrastructure**
4. **Addressing health and social care inequality**
5. **Thriving economy**

This appointment will lead internal initiatives which will improve all areas and services and therefore have a positive effect upon all of the Council priorities. However, as an internally focus role, it is not specifically focus on any individual priority which are the Council's external focus.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 16 July 2021

Statutory Officer: Jessica Farmer

Signed on behalf of the Monitoring Officer

Date: 6 July 2021

Chief Officer: Charlie Stewart

Signed by the Corporate Director

Date: 8 July 2021

Mandatory Checks

Ward Councillors notified: No, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Charlie Stewart, Corporate Director, Resources

Background Papers: Job Descriptions

Appendix 1

Job Title	Head of Change and Flexible Futures
Pay Grade	D1
Directorate	Resources
Division	Business Change
Reports to	Corporate Director, Resources
Location	Civic Centre and Agile
<p>Role Purpose</p> <p>The Head of Change and Flexible Futures will:</p> <ul style="list-style-type: none"> • Lead on the development and management of the Business Change function to provide portfolio governance, change management, benefits realisation and project management services across the Council's portfolio of change including the Modernisation Programme. • Lead the Flexible Futures programme encompassing technology, people and workplace to support the Council's strategy for flexible and agile working. 	
<p>Job Context (Main Duties & Accountabilities)</p> <ul style="list-style-type: none"> • Responsible for the management of 3-4 direct reports with a team of 15-25 including programme managers (MG4), project managers (MG1 and G10) and project support officers (G7). • Develop and implement the Council's Project Change Management framework, its methodologies and strategies. • Direct the Project Management Office and manage its budget of c£306k. • Ensure that the portfolio of programmes and projects across the Council are aligned to the Council's strategic direction, key dependencies and managed and programmes progress to plan. The portfolio will be in excess of £20m to £30m at any one time. • Identify and direct the management of the interdependencies and key risks across the portfolio, escalating to Programme and Change Board as required. • Establish portfolio management standards and key performance indicators to ensure the change portfolio can be effectively monitored. • Lead on and be responsible for providing professional portfolio, programme and project governance, business transformation and change management advice to officers and elected members. • Working closely with the other leads in the Modernisation programme, develop and implement the governance framework for the Modernisation Programme. • Contribute to the plans for developing the Modernisation Programme. • Lead and direct the strategic and general management of the Flexible Futures Programme working closely with the Director of HR& OD and Director of Regeneration. • Responsible for the effective management of the Flexible Futures budget of c£7m of which c£6m is under direct control and the rest is in liaison with Head of OD. • Manage commercial partnerships for the Flexible Futures programme. • Act as the LBH Business Change representative at national and regional events, meetings and working parties and is responsible for developing constructive working relationships with the Council's strategic partners. • Act as a lead officer and directly advise relevant senior officers, council committees and panels, including Cabinet and Scrutiny, and council members on relevant policies and practices. 	

- Represent and otherwise deputise for the Corporate Director as required

Generic Duties

- Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
- Ensure compliance with your responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
- Formulate annual operational plans and budgets for the Business Change function/team so that there are clear priorities and appropriate resources are allocated to their achievement.
- Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively and precedents are set for the resolution of similar issues.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time.
- Support the operation of local and general elections when requested by the Returning Officer
- Contribute to the overall management and strategy of the Directorate and Division.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Selection Criteria - Knowledge, Skills and Experience

Role requirements	Essential	Desirable
Excellent interpersonal skills to build a high degree of credibility and presence to negotiate, influence, inspire confidence and respect, to develop network within and outside of the council.	✓	

Excellent knowledge and experience of implementing a comprehensive and current business transformation strategy within a large complex and diverse organisation.	✓		
Significant experience of leading and managing a large business change team in a large, diverse and complex organisation	✓		
Exceptional knowledge, insight and experience in the use and application of change methodologies.	✓		
Excellent written, verbal presentational and communication skills in particular with a wide range of audience from senior leaders to employees across the council.	✓		
Excellent evaluation / analyse modelling and techniques to ensure accurate recommendations on solutions.	✓		
Excellent organisational skills to effectively plan and handle workload with conflicting priorities as well as maintaining a balanced customer focus.	✓		
Strong analytical ability with attention to detail, specifically focusing on analysing and interpreting complex statistical data including trends and performance management data, with a view to producing accurate and meaningful reports.	✓		
Clear understanding of the diverse nature of Harrow's communities and the implications for services delivered to residents and service users	✓		
Inclusive team worker who can foster partnerships, work collaboratively across teams to achieve desired performance and outcomes in a demanding and pressurised environment independently and as part of a team.	✓		
Ability to carry out duties outside normal working hours as may be necessary including response to emergency situations	✓		
Ability to work efficiently and effectively in a demanding and pressurised environment independently and as part of a team to contribute to the broader change and modernisation agenda	✓		
Demonstrate ability to build effective working relationships at all levels and across the organisation, with staff, members, and the public.	✓		
Qualifications			
Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent in project or change management or has the equivalent relevant work experience.		✓	
Evidence of CPD		✓	
Other Requirements			

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