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**REPORT OF CABINET**

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**MEETING HELD ON 28 JULY 2005**

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Chair: \* Councillor N Shah

Councillors: \* D Ashton \* Marie-Louise Nolan  
\* Burchell † O'Dell  
\* Margaret Davine \* Bill Stephenson  
\* Dighé \* Thornton  
† C Mote

\* Denotes Member present  
† Denotes apologies received

**PART I - RECOMMENDATIONS****RECOMMENDATION 1 - Service Planning and Financial Planning 2006-07**

The Executive Director (Organisational Development) introduced the report, which advised that under the Council's Constitution, Cabinet was required to propose, and Council agree, a timetable for consideration of the budget. She advised that the report set out the details of the proposed service and financial planning for 2006/7 and drew on the work of both the Overview and Scrutiny Committee and the Community Budget Group.

The Executive Director (Organisational Development) reported that the proposals would lead to a different means of consultation with residents on the budget and built on the recommendations of Scrutiny in relation to communications. The process had a far greater focus on value for money, built on the work that Cabinet had been doing via the quarterly strategic performance report and proposed a move to a 3-year service planning process.

Cabinet, having made a number of resolutions in relation to the detailed proposals,

**Resolved to RECOMMEND:**

(1) That the timetable, as set out in Appendix 1, for preparing the 2006/07 budget for consultation at the meeting of Cabinet in December 2005 be approved;

(2) that the endorsement of the Corporate Plan 2006/09 follow the Council elections in May 2006 and be published in July 2006.

**Reason for Recommendation:** To meet the statutory requirements to set a legal budget, determine the Council Tax Base and report the surplus or deficit on the collection fund.

(See also minute 800).

APPENDIX 1**PROPOSED SERVICE PLANNING AND BUDGET TIMETABLE 2006/07**

<b>Key Milestones 2005/06</b>	<b>Budget</b>	<b>Service Plan</b>
End July 2005	Issue high level service plan guidance and timetable	
End July 2005	Report to Cabinet on Service & Financial Planning process and timetable for 2006/07	
August - September 2005	Delivery of high level service plans	
August - September 2005	CMT / Directors / Portfolio Holders review current MTBS and high level service plans	
September 2005	Budget Review Working Group to consider high level issues Full service planning guidance and templates issued.	
September/October 2005	Development of detailed budgets by Directorates	Development of more detailed service plans by Directorates
September/October 2005	<b>Open Budget Assembly</b>	
October 2005	Challenge process (Executive and Scrutiny members)	
October 2005	Report to Cabinet on MTBS refresh and issues for Corporate Plan	
November 2005	Budget Review Working Group to consider service & budget plans.	
Early December 2005	Provisional Finance Settlement received.	
15 December 2005	Reports to Cabinet to seek approval prior to consultation on draft MTRBS and revenue budget for 2006/07 draft MTCBS and capital programme for 2006/07 draft medium term HRA	
December 2005	Cabinet to approve Schools budget	
By 31 <sup>st</sup> December 2005	Executive Director (People First) gives notice of the Council's determination of the amount of the schools budget to the Secretary of State and to the governing body of every school maintained by the authority.	
January 2006	Reports to Cabinet on deficit/surplus on Collection Fund Council Tax Base for Tax Setting purposes	Draft Corporate Plan
January 2006 (dates to be confirmed)	Stakeholder meetings to discuss budget and service issues	
30 <sup>th</sup> January 2006	Overview and Scrutiny to consider initial budget proposals	Initial draft of service plans and Corporate Plan
By 31 <sup>st</sup> January 2006	Director of Financial and Business Strategy to notify precepting and levying bodies of Council Tax Base.	
End January 2006	Final finance settlement received.	
Early to mid February 2006	Details of GLA Precepts and other levies received	Challenge process to detailed service plans
16 <sup>th</sup> February 2006	Cabinet: Receives details of the finance settlement; Receives responses from	Amendments to Directorate service plans in light of challenge process feedback

Key Milestones 2005/06	Budget	Service Plan
	consultation; Considers budget proposals including advice on robustness of estimates and adequacy of balances; Recommends 2005-06 budget and Council Tax to Council.	
23 <sup>rd</sup> February 2006	Council approves: MTRBS, revenue budget for 2005-06 and Council Tax MTCBS HRA for 2005-06 and rents	
End February – 1 <sup>st</sup> week March	Council Tax billing begins	
10 <sup>th</sup> March 2006	Statutory date by which the Council must determine the 2004-05 Council Tax	
By end March 2006	Corporate budget book and service plans published.	
By end of May 2006		BVPIs collected
30 <sup>th</sup> June 2006		BVPP published incorporating the Corporate Plan. Sign off Corporate Plan to be timetabled around Cabinet and full Council dates.

**PART II - MINUTES**788. **London Bombings - 7 July 2005:**

The Cabinet observed a minute silence as a mark of respect to the victims of the London bombings on 7 July 2005.

The Chair paid tribute to the Council's emergency planning team, volunteers and local Police for their response and work since the attacks.

789. **Declarations of Interest:**

**RESOLVED:** To note that the following interest was declared:

<u>Agenda Item</u>	<u>Member</u>	<u>Nature of Interest</u>
18. Interim Sport, Recreation and Open Space Strategy	Councillor Dighé	The Member indicated a personal interest in that his daughter was a member of the Harrow School of Gymnastics. He would remain in the room whilst the matter was considered and voted upon.

790. **Minutes:**

**RESOLVED:** That the minutes of the meeting held on 23 June 2005, having been circulated, be taken as read and signed as a correct record.

791. **Arrangement of Agenda:**

**RESOLVED:** That all business be considered with the press and public present.

792. **Petitions:**

Mr Herbie Crossman presented a petition containing 1,165 signatures, which requested CCTV and more police patrols in the Rayners Lane shopping area. He read the terms of the petition to the meeting which were as follows:-

"We the undersigned request the London Borough of Harrow to urgently consider the installation of CCTV and for more patrols in the Rayners Lane shopping area."

**RESOLVED:** That the petition be received and noted.

793. **Public Questions:**

**RESOLVED:** To note that no public questions had been received.

794. **Forward Plan 1 August - 30 November 2005:**

**RESOLVED:** To note the contents of the Forward Plan for the period 1 August – 30 November 2005.

795. **Reports from the Overview and Scrutiny Committee or Sub-Committees:**

**RESOLVED:** To note that no reports had been received.

796. **Executive Director Vacancies:**

The Chief Executive introduced the report, which sought approval to a number of recommendations in relation to the Council's Senior Management structure. She advised that Members had been well briefed on the proposals, which had been formed against a different background to that of 2002 when the current directorate structure had been approved. In particular, she highlighted that the budget situation was now different and that the Business Transformation Partnership would mean a complete rebuild of the Council's financial management systems.

The Chief Executive advised that her report set out a proposed timetable for recruitment and addressed some anomalies in the current structure. She added that there would be some indirect consequences of the proposals for a number of support staff but that these individuals had been contacted separately.

In response to a question in relation to the role of the Area Director for the new Directorate, the Chief Executive stated her intention to retain the current model but that she would wish to discuss this matter with the new Executive Director. She undertook to write to all Members of Cabinet with an update on the role and positioning of the Area Director posts.

The Chair reported that, at one stage, Unison had indicated that they would wish to make comments at Cabinet on the proposals and had submitted a written report. He advised, however, that Cabinet did not receive reports of this nature but that he understood that it had been circulated to Members of Cabinet for their information.

**RESOLVED:** (1) That the proposal to merge Business Connections and Organisational Development into a Business Development Directorate be approved;

(2) that the timetable and proposals for populating the structure of the Directorate, as set out in the report of the Chief Executive, be approved;

(3) that the proposal to regrade the Directors of Strategy in all directorates, as set out in the report of the Chief Executive, be approved;

(4) that the incentivisation of the Director of Business Transformation to implement the Business Transformation Partnership, as described in the report of the Chief Executive, be approved;

(5) that the timetable for advertising the post of the Executive Director (Urban Living), as set out in the report of the Chief Executive, be approved.

**Reason for Decision:** There were currently two vacant Executive Director posts and this afforded the opportunity to consider the Council's structure. The proposals in the Chief Executive's report offered the opportunity to streamline the existing management arrangements, rectify salary anomaly in the structure and provided for a better use of resources.

797. **Corporate Governance Update:**

The Director of Corporate Governance introduced the report, which sought approval to the framework on Corporate Governance. He drew Members' attention to the tabled, updated version of the report which included a column detailing the relevant Portfolio Holders and updated some of the actions required.

The Director of Corporate Governance advised that the development of the framework would be reported to Cabinet on a quarterly basis as part of the Strategic Performance Report.

**RESOLVED:** (1) That the framework on Corporate Governance be approved;

(2) that the actions for 2005/06 be noted.

**Reason for Decision:** To provide clarity in relation to the Council's governance arrangements.

798. **Town Centre Development Strategy:**

The Director of Strategic Planning introduced the report and drew Members' attention to the recommendation of the Town Centre Project Panel. He advised that the proposals had been the subject of considerable consultation.

**RESOLVED:** (1) That the Harrow Town Centre Development Strategy be adopted as supplementary planning guidance and used for development control purposes;

(2) that the Development Control Committee be advised of decision (1) above.

**Reason for Decision:** To finalise the Harrow Town Centre Development Strategy, in response to public consultation, and enable it to be used for development control purposes. Approval of the Development Strategy would improve service delivery by establishing a planning framework to guide and promote development in Harrow Town Centre.

799. **Harrow-on-the-Hill Station Planning Brief:**

The Director of Strategic Planning introduced the report and drew Members' attention to the recommendation of the Town Centre Project Panel. He advised that the proposals had been the subject of considerable consultation.

The Director of Strategic Planning circulated a colour copy of the Planning Brief to Members of Cabinet only and indicated that the final version would be subject to the agreement of the relevant Portfolio Holder.

**RESOLVED:** (1) That the revised text of the Planning Brief for Harrow on the Hill Station be adopted as supplementary planning guidance and used for development control purposes;

(2) that the Portfolio Holder for Planning, Development and Housing be delegated responsibility for final approval of the complete document;

(3) that the Development Control Committee be notified of Cabinet's decision.

**Reason for Decision:** Approval of the brief would improve service delivery by establishing a planning framework to guide and promote development in Harrow Town Centre and would help to facilitate the implementation of a key Proposal Site in the Harrow Unitary Development Plan.

800. **Service Planning and Financial Planning 2006-07:**  
(See also Recommendation 1).

Cabinet, having recommended a timetable for the preparation of the 2006/7 budget for consultation,

**RESOLVED:** (1) That, in relation to the value for money framework, the service planning and budget process be run in a manner that was consistent with managing value for money and which entailed

- (i) further integration of service planning, budgeting and corporate planning;
- (ii) running a higher level service planning process which included performance, planning and budgeting information;
- (iii) developing an organisational performance and finance challenge process for use in these processes which monitored performance and finance information consistently with Gershon reporting;

(2) that, in relation to Medium Term Planning, to agree to run the Corporate Plan and Service Plans over a three year time horizon such that budgeting, performance and planning processes operate to the same timescales;

(3) that improved internal and external communication was required ;

(4) that the current corporate priorities be retained for the next Corporate Plan

(5) that the impact with the proposed Open Budget process be noted.

**Reason for Decision:** To build on the significant developments to the budgeting and planning process last year.

801. **Revenue and Capital Budget Monitoring to 30 June 2005:**

A representative of the Director of Financial and Business Strategy introduced the report, which set out the current revenue, Housing Revenue Account and Capital Project positions. She drew attention to the financial information detailed in the appendices.

In response to a Member's question in relation to the shortfall in the People First directorate, the Executive Director (People First) undertook to provide a written response setting out the detail behind each of the bullet points in the report. She advised Members of the reasons for the use of agency social workers and that the service was to be reviewed during the summer with a view to putting a recruitment and retention package in place.

In relation to the shortfall in Land Charges, the Chief Executive indicated that she was reviewing the staffing requirements to ensure that they were in line with the action plan. In response to a Member's question as to whether there was any limit on the amount that could be charged for a Land Charge search, the Director of Corporate Governance undertook to arrange for a written response to be provided.

**RESOLVED:** That the current revenue, Housing Revenue Account and Capital Budget position be noted.

**Reason for Decision:** To effectively monitor the Council's revenue and capital budgets.

802. **Risk Management - Strategic Risk Register - Strategy Document:**

The Executive Director (Organisational Development) introduced the report, which sought approval to the Strategic Risk Register and risk management strategy. She drew Members' attention to the appendix, which set out the key risks that could impact on the Council's ability to meet its objectives and priorities.

In response to Members' comments, the Executive Director (Organisational Development) indicated that the layout of the report could be reviewed to separate strategic and operational risks.

**RESOLVED:** (1) That the Strategic Risk Register be approved;

(2) that reports about risk management progress and the management of key risks be submitted to Cabinet on a quarterly basis;

(3) that the Risk Management Strategy document, a requirement of the CPA, be approved.

**Reason for Decision:** To support risk management, financial management and performance management processes. Approval would improve the Council's CPA rating under the recently published key lines of enquiry.

803. **Race Equality Scheme Year 3 Progress Report - 1 June 2004 - 31 May 2005:**

The Executive Director (Organisational Development) introduced the report, which had been prepared in accordance with the general and specific duties of the Race Relations (Amendment) Act 2000 (RRAA) to eliminate unlawful discrimination, promote equality of opportunity and good relations between people of different racial groups. The report also complied with the Commission for Racial Equality's Statutory Code of Practice on the duty to promote race equality, which supported the implementation of the RRAA.

The Executive Director (Organisational Development) outlined the content of the report and advised that it summarised progress made in service delivery. Work this year had seen an emphasis on consultation with and feedback from service users and the report set out the good practice that had emerged during the year. She added that there was, however, still work to be done and that there needed to be continued consultation with service users.

The Executive Director (Organisational Development) reported that now the Council had reached the end of its current 3 year plan, it was proposed that a 1 year plan be developed for 2005/6. It was proposed that from 2006 a plan be developed which integrated all areas of equality.

**RESOLVED:** (1) That the progress made in service delivery and employment for the third year of Harrow's Race Equality Scheme, 1 June 2004 to 31 May 2005, be noted;

(2) that proposals to implement a revised Race Equality Scheme, as set out in the report of the Executive Director (Organisational Development), be noted;

(3) that authority for approval of the revised Race Equality Scheme be delegated to the Portfolio Holder for Communications, Partnership and Human Resources and nominated members;

(4) that a further progress report be submitted under the revised RES in one year's time.

**Reason for Decision:** The information contained in the report outlined how the Council was meeting its commitments under its Race Equality Scheme and in relation to its management of equalities generally. The Race Relations (Amendment) Act 2000 and the Commission for Racial Equality's Statutory Code of Practice on the Duty to Promote Race Equality placed a statutory duty for all public authorities to produce a race equality scheme.

804. **LIFT/PFI Project:**

The Executive Director (People First) introduced the report which updated Members on the People First Social Care LIFT/PFI project to deliver three community resource and

two six bedded residential unit centres for people with learning disabilities. The report summarised adjustments to the project which had been made in the light of legislative and organisational changes impacting on both the Council and Primary Care Trust (PCT).

The Executive Director (People First) highlighted that the Learning Disability residential unit of 79 Bessborough Road did not meet DDA or CSCI standards and was at risk of being closed down by the end of the financial year resulting in a residential loss to the Council.

In response to a Member's question, the boundaries of the LIFT scheme were clarified as the section fronting on to Christchurch Avenue, which left the use of the site open for consideration. The Executive Director (People First) advised that a detailed analysis of the location of the units was proposed and that there would be a further report to Cabinet on the development of the PFI project.

**RESOLVED:** (1) That, subject to Cabinet approval of a viable business plan, an Outline Business Case for three Neighbourhood Resource Centres be prepared which combined day care provision for people with severe learning disabilities and other complex needs with community based support from assessment and care management staff and outreach workers.

(2) that the proposal to deliver residential buildings outside LIFT be endorsed.

**Reason for Decision:** (1) The LIFT/PFI project for three neighbourhood resource centres supported the Council's corporate priorities (2) To secure the continued provision by the Department of Health of the £10 million PFI credits for which the credit life expired on 31 March 2005.

805. **CPA Cultural Services Inspection and Action Plan:**

The Executive Director (People First) introduced the report, which set out the findings of the recent inspection of Cultural Services and the action plan developed to fulfil the recommendations of the inspection.

**RESOLVED:** That the inspection report and the actions being taken be noted.

**Reason for Decision:** The Action Plan showed how the service planning process would be used to address the issues raised in the Inspector's report.

806. **Interim Sport, Recreation and Open Space Strategy:**

The Director of Strategy (Urban Living) introduced the report, which sought approval to the interim Sport, Recreation and Open Space Strategy.

The Director of Strategy (Urban Living) reported that, following Cabinet approval of the proposals, there would be a 6 month period of working with the community to develop the strategy and action plan to ensure community ownership. In response to a question, the Director of Strategy (Urban Living) undertook to provide Members with details of the individuals interviewed/consulted on the draft strategy.

Members discussed the possibility and location of an Olympic sized swimming pool and noted the deficit in swimming facilities in certain parts of the Borough. The Director of Strategy (Urban Living) advised that the study indicated that smaller local pools were required to meet the needs of the community. In relation to the plan submitted by Wealdstone Swimming Club, the Portfolio Holder for Education and Lifelong Learning advised that the Club had been invited to attend a meeting with himself and the Leader of the Council.

The Portfolio Holder for Education and Lifelong Learning advised that he had requested that an Olympic Task Force be established and that he would wish it to be cross party. It was hoped that the group could analyse what facilities were needed and where.

**RESOLVED:** That the interim Sport, Recreation and Open Space Strategy be approved in order that consultation and engagement with residents, community groups, key stakeholders and internal departments could commence, in line with the Audit Commission and PPG 17 Planning Requirement.

**Reason for Decision:** Effective consultation and engagement would lead to a widely owned strategy that delivered the objectives of Harrow's overarching cultural strategy.

(See also Minute 789).



807. **Harrow's Greenbelt Management Strategy:**

The Director of Strategy (Urban Living) introduced the report, which sought approval to the proposed draft Harrow Green Belt Management Strategy for the purposes of consultation and engagement.

The Director of Strategy (Urban Living) reported that a study had been carried out by Land Use consultants on behalf of the Council, the findings of which had informed the draft strategy. She advised that there had been considerable interest from groups in the greenbelt and that, over the next few months, a robust Green Belt Management Strategy would be developed. She advised Members that some of the proposals might have a heavy price tag.

In response to a Member's question, the Portfolio Holder for Planning, Development and Housing indicated that he would provide Members with details of those consulted on the draft strategy.

**RESOLVED:** That the proposed draft Harrow Green Belt Management Strategy be approved in order that consultation and engagement with residents, volunteers, community groups, key stakeholders and internal departments could commence.

**Reason for Decision:** Effective consultation and engagement would lead to a widely owned best practice strategy and management plan for Harrow's Green Belt. The Green Belt Management Strategy supported Harrow's corporate priorities of strengthening Harrow's communities, valuing Harrow's customers and Harrow as a true learning community.

808. **Key Decision - Annual Food Enforcement Service Plan:**

The Chief Environmental Health Officer introduced the report, which sought approval to the statutory Annual Food Service Plan. The Food Standards Agency had indicated that all authorities must have a service plan in place. He added that the service plan would form an integral part of the service planning arrangements reflecting the work at a team level and building up to the service-wide plans being developed in support of the Corporate Performance Management Framework. The Food Service Plan for 2005/06 had been revised from previous years to incorporate the requirements of the Food Standards Agency Audit Report in 2004/5.

**RESOLVED:** That the Annual Food Service Plan be approved.

**Reason for Decision:** The Council was required by the Food Standards Act 1999 to consider and formally approve an annual food service plan covering enforcement activities.

809. **Neighbourhood Renewal:**

The Director of Strategy (Urban Living) introduced the report, which sought approval, in principle, to the establishment of a Neighbourhood Renewal Area in Wealdstone. She reported that Government evidence indicated that neighbourhood governance could secure improvements in public services.

The Director of Strategy (Urban Living) reported that the paper considered where Harrow should pilot the neighbourhood renewal model and that, from the work carried out, the strong indication was that Wealdstone should be the pilot area. She added that there were, however, a number of other areas that required consideration and that over the next few months proposals would be worked up and brought back to a future meeting of Cabinet.

**RESOLVED:** (1) That, in principle, the establishment of a Neighbourhood Renewal Area (NRA) in Wealdstone be approved;

(2) to note that an NRA Business Plan would be developed for consideration at Cabinet in October 2005;

(3) that a consultation process with local groups, residents, Ward Councillors and the Wealdstone Regeneration Advisory Panel and other stakeholders on the proposal commence;

(4) to note that work was ongoing to evaluate the priority needs of other neighbourhoods of the Borough and that this would be reported to Cabinet in October 2005.

**Reason for Decision:** The Harrow Vitality Profiles highlighted the need for a concentrated effort in Wealdstone to address priority needs, housing condition and town centre regeneration. The proposal met the objectives of Harrow's Draft Community Engagement Strategy and the CPA 2005 requirement for community engagement at neighbourhood level.

810. **Petts Hill Bridge - Update:**

The Director of Strategy (Urban Living) introduced the report, which outlined the progress being made to secure funding for a new bridge at Petts Hill. In response, Members welcomed the successful outcome of the negotiations to date.

**RESOLVED:** That the progress being made to secure funding for a new bridge at Petts Hill be noted.

**Reason for Decision:** To note the update on the investigation for a more comprehensive solution.

811. **WLWA - Joint Municipal Waste Management Strategy:**

A representative of the Area Director (Urban Living) introduced the report, which set out the draft strategy and arrangements for the consultation process on the joint Waste Strategy.

**RESOLVED:** That the recommendations and timetable for consultation on the Waste Strategy as set out in Section 3 to the report of the Area Director (Urban Living) be approved.

**Reason for Decision:** The Council would increase its recycling rates and reduce its future liabilities under the Landfill Allowance Trading Scheme.

812. **Clarendon Road Restricted Zone:**

The Director of Strategy (Urban Living) introduced the report and drew Members' attention to the recommendation from the Town Centre Project Panel in relation to Clarendon Road Restricted Zone.

**RESOLVED:** That the modifications to traffic orders that were needed in Clarendon Road to relocate the motorcycle parking bays and to create a restricted zone, with uniform waiting and loading restrictions that would permit less intrusive signing and road markings, be approved.

**Reason for Decision:** The proposals would maximise improvements aimed at easing pedestrian flow and ensure that the traffic management and street scene improvements were fully co-ordinated with a distinctive public realm improvement that had been developed for Clarendon Road.

813. **Harrow-on-the-Hill Village Conservation Area: Proposed Revised Article 4 Direction:**

The Director of Strategy (Urban Living) introduced the report and drew Members' attention to the recommendations of the Strategic Planning Advisory Panel in relation to the proposed revised Article 4 Direction at Harrow on the Hill Village Conservation Area.

**RESOLVED:** (1) That the proposed new Article 4 Direction for Harrow on the Hill Village Conservation Area, to include the properties and classes of permitted development described and denoted in Appendix 1 and Maps A and B to the report of the Group Manager, Planning and Development considered by the Strategic Planning Advisory Panel on 13 July 2005, be agreed;

(2) that the Director of Legal Services be authorised to carry out the necessary publicity and notification in relation to (1) above prescribed by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Town and Country Planning (General Permitted Development) Order 1995, in that respect.

**Reason for Decision:** The revised Article 4(2) Direction would result in the following benefits:

- better clarity for residents and Council officers with regards to what forms of development require planning permission
- additional forms of development would be controlled, such as the replacement of roof tiles or the erection of satellite dishes

- additional properties, including locally listed buildings that were missed off the original Article 4 Directions would be covered by the revised Direction.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.30 pm).

(Signed) COUNCILLOR NAVIN SHAH  
Chair