



CABINET
THURSDAY 15 JANUARY 2009
7.30 PM

COMMITTEE ROOMS 1 & 2
HARROW CIVIC CENTRE

Chairman: Councillor DAVID ASHTON (Leader of the Council)

Councillors:

1. Marilyn Ashton
2. Miss Christine Bednell
3. Tony Ferrari
4. Susan Hall
5. Barry Macleod-Cullinane
6. Chris Mote
7. Paul Osborn
8. Mrs Anjana Patel

(Quorum 3, including the Leader or Deputy Leader)

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

Contact:

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HARROW COUNCIL
CABINET
THURSDAY 15 JANUARY 2009

AGENDA - PART I

1. Declarations of Interest
To receive declarations of personal or prejudicial interests arising from business to be transacted at this meeting from:
 - (a) all Members of the Cabinet; and
 - (b) all other Members present.

2. Minutes (Pages 1 - 8)
Of the Cabinet meeting held on 18 December 2008 to be taken as read and signed as a correct record.

3. Petitions
To receive any petitions submitted by members of the public or Councillors.

4. Public Questions *
To receive any public questions received in accordance with paragraph 16 of the Executive Procedure Rules.

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

5. Councillor Questions *
To receive any Councillor questions received in accordance with paragraph 17 of the Executive Procedure Rules.

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

6. Forward Plan 1 January - 30 April 2008 (Pages 9 - 16)

7. Reports from the Overview and Scrutiny Committee or Sub-Committees
 - (a) Progress on Scrutiny Projects: (Pages 17 - 18)
For consideration

GENERAL

8. Price Waterhouse Coopers Performance Benchmarking Presentation

9. Timetable for the preparation and consideration of Statutory Plans and Strategies 2008/09 - Variation (Pages 19 - 22)
Report of the Director of Legal and Governance Services

FINANCE

- KEY** 10. Collection Fund 2009-10 (Pages 23 - 26)
Report of the Corporate Director of Finance

CHILDREN'S SERVICES

- KEY** 11. Future Organisation of Roxeth Manor First School and Roxeth Manor Middle School (Pages 27 - 38)
Report of the Director of Schools and Children's Development
- KEY** 12. Proposals for School Reorganisation in Harrow (Pages 39 - 96)
Report of the Director of Schools and Children's Development
13. Children's Trust (Pages 97 - 106)
Report of the Corporate Director of Children's Services

COMMUNITY AND ENVIRONMENT

- KEY** 14. Draft Climate Change Strategy (Pages 107 - 138)
Report of the Divisional Director of Environment Services
- KEY** 15. London Councils - London Borough Grants Scheme 2009/10 (Pages 139 - 148)
Report of the Director of Community and Cultural Services
16. Any Other Urgent Business
Which cannot otherwise be dealt with.

AGENDA - PART II

Nil

*** DATA PROTECTION ACT NOTICE**

The Council will record items 5 and 6 (Public and Councillor Questions) to help ensure the accuracy of the published minutes, which will be produced after the meeting.

The recording will be retained for one month after the date of publication of the minutes, after which it will be destroyed.

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REPORT OF CABINET

MEETING HELD ON 18 DECEMBER 2008

Chairman: * Councillor David Ashton

Councillors: * Marilyn Ashton * Barry Macleod-Cullinane
 * Miss Christine Bednell † Chris Mote
 * Tony Ferrari * Paul Osborn
 * Susan Hall * Mrs Anjana Patel

* Denotes Member present
 † Denotes apologies received

[Note: Councillor Stanley Sheinwald also attended this meeting to speak on the item indicated at Minutes 535 and 537 below].

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

529. **Declarations of Interest:**

RESOLVED: To note that the following interests were declared:

<u>Agenda Item</u>	<u>Member</u>	<u>Nature of Interest</u>
7a Scrutiny Review – “Delivering a Strengthened Voluntary Community Sector for Harrow”	Councillor Bill Stephenson	The Member, who was not a member of Cabinet, declared a personal interest in that he was the Chairman of a Body in receipt of a grant from the Grants Panel. He remained in the room whilst this matter was considered and voted upon.
9. Key Decision – Draft Revenue Budget 2009-10 to 2011-12	Councillor Margaret Davine	The Member, who was not a member of Cabinet, declared a personal interest in that her mother was in receipt of social care. She remained in the room whilst this matter was considered and voted upon.
15. Adults Star-rating	Councillor Margaret Davine	The Member, who was not a member of Cabinet, declared a personal interest in that her mother was in receipt of social care. She remained in the room whilst this matter was considered and voted upon.
20. Key Decision – New Fee Structure for Special Treatment Licences – Adjustments to Businesses operating from Homes	Councillor Susan Hall	The Member declared a prejudicial interest and left the room whilst this matter was considered and voted upon.

530. **Minutes:**

RESOLVED: That the minutes of the meeting held on 13 November 2008, be taken as read and signed as a correct record.

531. **Petitions:**
Councillor Marilyn Ashton presented two petitions from the residents of numbers 1-7 and 8-14 Cherry Tree Way, Stanmore which contained 7 and 6 signatures respectively. The petitions set out objections to the proposed double yellow lines in Cherry Tree Way.
- RESOLVED:** That the petitions be received and referred to the Portfolio Holder for Environment Services and Community Safety for consideration.
532. **Public Questions:**
- RESOLVED:** To note that no public questions had been received.
533. **Councillor Questions:**
- RESOLVED:** To note that no Councillor Questions had been received.
534. **Forward Plan 1 December 2008 - 31 March 2009:**
The Chairman advised that the Harrow Tourism Strategy would now be considered by Cabinet in January 2009 and that the item on Leases to Youth and Elderly Persons Organisations had been deferred to the March 2009 meeting.
- RESOLVED:** To note the contents of the Forward Plan for the period 1 December 2008 – 31 March 2009.
535. **Scrutiny Review - "Delivering a Strengthened Voluntary Community Sector for Harrow":**
In accordance with Executive Procedure Rule 20.1, the Chairman of the Overview and Scrutiny Committee introduced the report, which set out the response to the final report of the scrutiny review entitled "Delivering a Strengthened Voluntary and Community Sector for Harrow". He advised that one of the most important parts of the review had been the consultation with voluntary sector organisations.
- The Chairman of the Overview and Scrutiny Committee drew Cabinet's attention to the 22 recommendations set out in the report and indicated that Scrutiny had requested a full response to each. Where a recommendation was rejected, he requested that reasons for that decision be provided.
- Julia Smith, Chief Executive of Harrow Association for Voluntary Sector (HAVS) and co-sponsor of the review, expressed her thanks to the Chairman of the Overview and Scrutiny Committee for his chairing of the review. She advised that the review had been open and transparent and that the voluntary sector had been fully engaged, most notably at the two conferences held in November 2008. She welcomed the establishment of the scrutiny implementation group and indicated that HAVS would fund the funding officer post if that recommendation were to be agreed by Cabinet.
- The Chairman referred to the reference from the Overview and Scrutiny Committee and advised that officers would consider the recommendations carefully. He emphasised that the scrutiny review recommendations were for Cabinet to consider and make decisions on. He concluded that Cabinet were appreciative of the work carried out by Scrutiny.
- RESOLVED:** That the report be noted and a further response to the scrutiny recommendations be submitted to the Cabinet meeting in March 2009.
- Reason for Decision:** To consider a response to scrutiny recommendations.
536. **Scrutiny Review - Place Survey Challenge Panel:**
The Portfolio Holder for Performance, Communication and Corporate Services introduced the report, which set out the findings and recommendations of a scrutiny challenge panel convened in September 2008 to consider additional questions for the borough's government-mandated Place Survey of local residents. He stated that the input from scrutiny had been useful and that the results as to how well the Council had performed were awaited.
- RESOLVED:** That the report be noted.
- Reason for Decision:** Although no formal decision was required, the recommendations having already been incorporated into the final draft of the Place

Survey, it was considered best practice that Cabinet should be advised of business carried out by the scrutiny function.

537. **Standing Scrutiny Review of the Budget - Response to Initial Report:**
In accordance with Executive Procedure Rule 20.1, the Chairman of the Overview and Scrutiny Committee introduced the report, which set out the response to the interim report on the standing scrutiny review of the budget. The review group had considered the Council's performance against themes. He added that there had been a question and answer session with the Leader of the Council and the Corporate Director of Finance the previous evening.

RESOLVED: That the response to the recommendations, as set out in Appendix 1 to the report of the Corporate Director of Finance and Assistant Chief Executive, be approved.

Reason for Decision: To respond to scrutiny recommendations.

538. **Progress on Scrutiny Projects:**

RESOLVED: To receive and note current progress on the scrutiny reports.

539. **Strategic Performance Report - Quarter 2:**
The Portfolio Holder for Performance, Communication and Corporate Services introduced the report, which summarised Council and service performance against key measures and drew attention to areas which required action. He reported that, as could be seen from recent inspections, Harrow was improving and was the second most improved Council in London. The Council did, however, continue to face challenges due to the current economic climate.

The Portfolio Holder for Planning, Development and Enterprise referred to the flagship action to give a face lift to St Ann's Road. Whilst this could not be progressed due to the financial situation, investment would be put into the town centre and go beyond St Ann's Road commencing in January 2009.

The Portfolio Holder for Children's Services referred to the continued improvements in the safeguarding children area. This was the result of an enormous amount of enthusiasm and commitment from officers.

The Portfolio Holder for Schools and Children's Development indicated that there was a plan in place to improve the amber indicator in relation to under achievement in specific groups of pupils through targeted action. The other indicators in her area were on track.

The Portfolio Holder for Adults and Housing referred to the number of breaks provided for carers. The Council was on track to almost double the original target.

RESOLVED: That (1) Portfolio Holders continue to work with officers to achieve improvement against identified key challenges;

(2) the report be noted.

Reason for Decision: To enable Cabinet to be informed of performance against key measures and to identify and assign corrective action where necessary.

540. **Key Decision - Draft Revenue Budget 2009-10 to 2011-12:**
The Portfolio Holder for Strategy, Partnership and Finance introduced the report, which set out the draft revenue medium term financial strategy (MTFS) for 2009-10 to 2011-12, and outlined the context for the budget. He advised that a funding gap of £4.2m remained and that there needed to be a radical assessment of the services provided. There would be limited funding from the Government in future years.

The Corporate Director of Finance stated that there were funding gaps year on year. She highlighted the proposed change in relation to the contribution to reserves from £1m to £0.5m per annum. Therefore it was essential that the Council came in on budget this year and added £1m to reserves as planned.

RESOLVED: That (1) the results of the consultation carried out on the draft corporate priorities, set out in Appendix 1 to the report of the Corporate Director of Finance, be noted;

(2) the draft revenue budget of £168.599m for 2009-10 and the draft MTFS be agreed;

(3) the reserves policy set out in paragraph 46 of the report of the Corporate Director of Finance be approved;

(4) the draft Housing Revenue Account (HRA) for 2009-10 to 2011-12 set out in Appendix 6 of the Corporate Director of Finance's report be approved, and the draft HRA be referred to the Tenants and Leaseholders Consultative Forum in January.

Reason for Decision: To publish the draft budget.

541. **Key Decision - Draft Capital Programme 2009-10 to 2011-12:**

The Portfolio Holder for Strategy, Partnership and Finance introduced the report, which set out the proposed summary capital programme for 2009-10 to 2011-12.

RESOLVED: That the draft summary capital programme for 2009-10 to 2011-12 be agreed.

Reason for Decision: To ensure that the Council had an approved capital programme for 2009-10 to 2011-12 to enable the programme to be effectively planned.

542. **Key Decision - Calculation of Council Tax Base for 2009-2010:**

The Corporate Director of Finance introduced the report, which explained that the Local Government Finance Act 1992, as amended by the Local Government Act 2003, required the Authority to formally calculate the Council Tax Base for 2009-2010 and pass this information to precepting authorities by 31 January 2009. The tax base had to be set between 1 December 2008 and 31 January 2009 and was reflected in the draft budget.

RESOLVED: That the following information, given in the report of the Corporate Director of Finance, be agreed:

- (a) the band D equivalent number of taxable properties was calculated as shown in accordance with the Government regulations;
- (b) the provision for uncollectable amounts of Council Tax for 2009-2010 was agreed at 1.75% producing an expected collection rate of 98.25%;
- (c) subject to (a) & (b) above, a Council Tax Taxbase for 2009-2010 of 85,755 Band D equivalent properties (being 87,282 x 98.25%) be approved, allowing for payment in lieu of Ministry of Defence properties;

Reason for Decision: To fulfill Council's statutory obligation to set the Council Tax Base for 2009-2010.

543. **Revenue and Capital Monitoring 2008/09:**

The Portfolio Holder for Strategy, Partnership and Finance introduced the report, which set out the Council's revenue and capital forecast position for 2008-2009 at the end of September 2008. He advised that the Budget Review Working Group had considered the report in detail and that officers were working hard to ensure that the Council came in on budget.

The Corporate Director of Finance reported that an overspend of £1.845m was forecast for 2008/09 and the reasons for this and the pressures were set out in her report.

RESOLVED: That (1) the revenue and capital forecast outturn position for 2008-2009 be noted and the Corporate Directors be requested to produce management action plans to manage the pressures and to ensure that there were compensating savings to bring the budget back into balance;

(2) in relation to the Housing Revenue Account, the current cessation of non urgent repairs continue to the end of the year in order to contain the forecast overspend within £0.650m, as set out in paragraphs 4-7 of the Corporate Director of Finance's report;

(3) the write off of £0.383m of day care debt be approved, as set out at paragraph 17 of the report of the Corporate Director of Finance;

(4) the amendments to the Capital Programme be approved, as set out in appendix 3 to the report of the Corporate Director of Finance.

Reason for Decision: To present the forecast financial position as at 30 September 2008 and actions required to be taken.

544. **Half Year 2008-09 Treasury Management Activity:**

The Corporate Director of Finance introduced the report, which set out proposed changes to the Treasury Management Strategy and a half year summary of Treasury Management activities for 2008-09.

RESOLVED: That (1) the changes to the criteria used to select the counterparties be approved;

(2) changes to the limits for Investments for periods longer than 364 days be approved;

(3) changes to the Long Term Borrowing profile be approved;

(4) the half year treasury management activity for 2008-09 be noted.

Reason for Decision: To keep Cabinet Members informed of Treasury Management activities and performance.

545. **Health and Safety Mid Year Progress Report:**

The Corporate Director of Finance introduced the report, which set out the progress made in respect of work carried out by the corporate health and safety team during the first half of 2008/09.

RESOLVED: That progress made to date on corporate health and safety matters be noted.

Reason for Decision: To ensure that Cabinet had visibility of corporate health and safety progress.

546. **Adults Star-rating:**

The Portfolio Holder for Adults and Housing introduced the report, which detailed the outcome of the 2008 star rating for Adults Services. He advised that this was positive news for the Council but he recognised that there were still areas that needed to be addressed. It was the first time in seven years that an improvement in the rating had been seen. He added that the structure of the scoring system had now been changed which would affect the Comprehensive Area Assessment. The Portfolio Holder advised that significant investment was being put into the safeguarding area.

The Corporate Director for Adults and Housing reported that the Commission for Social Care Inspection (CSCI) had noted the cross party support for the service and he expressed gratitude for the work that had been done. The Chairman acknowledged the contribution of Councillor Margaret Davine and the Portfolio Holder for Adults and Housing conveyed his thanks to the Corporate Director for Adults and Housing and his team.

RESOLVED: That the outcome of the 2008 star-rating for Adults Services and the developments in the assessment process for 2009 be noted.

Reason for Decision: To inform Cabinet of progress in a key service area and to respond to the Commission for Social Care Inspection request that the star-rating should be reported to Cabinet within two months of publication.

547. **Key Decision - Future Organisation of Belmont First School and Belmont Middle School:**

The Portfolio Holder for Schools and Children's Development stated that Statutory Proposals were published in October 2008 that could effect the amalgamation of Belmont First School and Belmont Middle School. No objections had been received during the representation period. Cabinet approval was sought to enable the two schools to combine in September 2009.

The Director for Schools and Children's Development referred to the future amalgamation of West Lodge First and Middle Schools which had previously been considered by Cabinet. This matter had been referred to the School Adjudicator who had determined that the schools should amalgamate. This decision had been the subject of a judicial review but the result was that the schools would amalgamate.

Cabinet considered a proposed amendment to the recommendation and

RESOLVED: That the proposals outlined in the statutory notices to determine the future organisation of Belmont First School and Belmont Middle School, as an amalgamated school, from September 2009, in accordance with the decision makers guidance, be agreed.

Reason for Decision: Cabinet must determine the statutory proposals within two months from the end of the representation period, and with regard to the statutory and non-statutory guidance provided by the Department for Children, Schools and Families (DCSF).

548. **Key Decision - Local Development Scheme - Revision:**

The Portfolio Holder for Planning, Development and Enterprise introduced the report, which identified the need to amend the existing Local Development Scheme (LDS) to specifically reflect the new timing for producing the Joint Waste Development Plan Document, the introduction of a Harrow Town Centre Design Guide Supplementary Planning Document (SPD) and recent changes to planning legislation and to allow more time to prepare a robust evidence base for the Core Strategy.

The Corporate Director of Place Shaping advised that the report had been considered by the Local Development Framework Panel on 27 November 2008 and the recommendation agreed.

RESOLVED: That the revised Local Development Scheme be approved for submission to the Government Office for London and the Greater London Authority.

Reasons for Decision: (1) To allow more time to prepare a robust evidence base for the Core Strategy and ensure the Council stood the best possible chance of the Core Strategy being found sound by the planning inspectorate at an examination in public and avoid unnecessary delays in the adoption of the Core Strategy.

(2) To ensure the LDS accurately reflected the key milestones and delivery targets for development plan documents (such as the Joint Waste Development Planning Document (DPD) and Core Strategy DPD).

(3) To ensure interim design guidance was developed to help manage development pressure on Harrow Town Centre, whilst the LDF core strategy was being prepared for submission to the Secretary of State.

(4) To ensure the Council received the maximum possible amount of funds from the Government through the Housing and Planning Delivery Grant for the plan-making, by having an up-to-date Local Development Scheme.

549. **Joint Waste Development Planning Document Progress Report:**

The Portfolio Holder for Planning, Development and Enterprise introduced the report, which set out the latest position on the preparation of the Joint Waste Development Plan Document and arrangements for public consultation on an initial Issues and Options report. The Corporate Director of Place Shaping advised that a consultation exercise was currently underway which would end on 30 January 2009. He added that Appendix 2 to his report contained exempt information and appeared elsewhere on the agenda.

RESOLVED: That the latest position on the preparation of the Joint Waste Development Plan Document be noted following the recommendation of the Local Development Framework Panel of 27 November 2008.

Reason for Decision: To enable the Cabinet to note progress on the preparation of the Joint Waste Development Plan Document and arrangements for public consultation on an initial Issues and Options report.

550. **Key Decision - Draft Waste Strategy:**

The Portfolio Holder for Environment Services and Community Safety introduced the report, which set out the background to and the reasons why a new Waste Strategy was required and set out the proposed methods of public consultation. The Divisional Director of Environmental Services indicated that the Council was trying to reduce the amount of waste being sent to landfill sites.

RESOLVED: That officers be authorised to submit the draft Waste Management Strategy to public consultation.

Reason for Decision: A new Waste Strategy would help to inform the development of the Local Development Framework and the West London Waste Authority joint Municipal Waste Management Strategy.

551. **Key Decision - New Fee Structure for Special Treatment Licences - Adjustments to Businesses Operating from Homes:**

The Leader introduced the report, which set out the reasons for the proposed reductions to the new fee structure for Special Treatment Licences. The reductions were considered further to the consultation and representations by the businesses operating from their homes. The Divisional Director of Environmental Services drew attention to the amended appendix, which set out a revised fee structure, which had been circulated on a supplemental agenda.

RESOLVED: That the reduction in fees for businesses operating from homes be agreed.

Reason for Decision: To provide a proportionate fee structure to the businesses that provided special treatments in Harrow from their residential dwellings.

(See Minute 529)

(Note: The meeting, having commenced at 7.30 pm, closed at 8.42 pm).

(Signed) COUNCILLOR DAVID ASHTON
Chairman

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London Borough of Harrow

CABINET FORWARD PLAN (1 January 2009 - 30 April 2009)

MONTH:- January

This Plan sets out matters which are likely to be the subject of a key decision over the next 4 months.

A Key Decision is a decision by the Executive which is likely to:

result in the council incurring expenditure which is, or the savings of which are, significant having regard to its budget for the service or function to which the decision relates; or

be significant in terms of its effects on communities living or working in an area of 2 or more wards of the Borough.

Please note that decision dates are indicative and may change. Please consult Democratic Services if you wish to check the decision date of a particular item.

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Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
JANUARY						
Harrow Tourism Strategy (2009 - 2012)	Adoption of the Strategy.	Cabinet	15 January 2009	Councillor Marilyn Ashton Andrew Trehern, Corporate Director, Place Shaping linzi.clark@harrow.gov.uk tel: 0208 736 6535	Initial consultation has already taken place at two Harrow tourism forums including Councillors, hotels, Bed and Breakfasts, attractions and voluntary groups. Next step will involve	Harrow Tourism Strategy (2005 - 2008).

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
					consultation with internal council departments, the general public through libraries and further consultation with community and voluntary groups.	
Temporary to Permanent Housing Initiative	To report on the negotiations of the final scheme and obtain final approval further to the principle approval granted by Cabinet 14 February 2008.	Cabinet	15 January 2009	Councillor Barry Macleod-Cullinane Gwyneth Allen, Divisional Director, Housing alison.pegg@harrow.gov.uk tel: 0208 424 1933	Not applicable.	Cabinet Report - 14 February 2008
Collection Fund	Approve the Collection Fund position.	Cabinet	15 January 2009	Councillor David Ashton Myfanwy Barrett, Corporate Director, Finance jennifer.hydari@harrow.gov.uk tel: 0208 424 1527	None.	None.
Proposals for School Reorganisation in Harrow	Consideration of consultation outcomes.	Cabinet	15 January 2009	Councillor Anjana Patel Heather Clements, Director of Schools	Consultation undertaken from 8 September 2008 to 5 December 2008.	Report to Cabinet June 2008. Consultation documents.

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
				and Children's Development johanna.morgan@harrow.gov.uk tel: 0208 736 6841		
Climate Change Strategy	To agree the consultation draft of the proposed Climate Change Strategy and the timetable for consultation.	Cabinet	15 January 2009	Councillor Susan Hall and Councillor Marilyn Ashton John Edwards, Divisional Director, Environmental Services andrew.baker@harrow.gov.uk tel: 0208 424 1779	The consultation draft will be subject to comments from all residents, businesses and organisations within Harrow.	The Nottingham Declaration.
Refreshing the Sustainable Community Strategy	Adopt the Sustainable Community Strategy.	Cabinet Council	15 January 2009 19 February 2009	Councillor David Ashton Tom Whiting, Assistant Chief Executive mike.howes@harrow.gov.uk tel: 0208 420 9637	The development of the refreshed plan is based on extensive community consultation including with Harrow Strategic Partnership.	Current Sustainable Community Plan. Local Area Agreement. Outcomes from the summit to be held in late November.
Future Organisation of Roxeth Manor First School and Roxeth Manor Middle School	Determination of statutory proposals	Cabinet	15 January 2009	Councillor Anjana Patel Heather Clements, Director of Schools and Children's	Consultation on proposals were reported to Cabinet on 23 October 2008. Further	Report to Cabinet - 23 October 2008

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
				Development chris.melly@harrow.gov.uk tel:020 8420 9270	opportunity for representations during statutory notice period.	
London Councils - London Borough Grants Scheme 2009/10	To consider the proposals for expenditure and give a formal response to the recommendation	Cabinet	15 January 2009	Councillor Chris Mote Javed Khan, Director of Community and Cultural Services kashmir.takhar@harrow.gov.uk tel: 020 8427 9245	None	London Councils Chief Executives' Circular
FEBRUARY						
Capital Programme 2009 - 10 to 2011 - 12	Approve final capital programme.	Cabinet	12 February 2009	Councillor David Ashton Myfanwy Barrett, Corporate Director, Finance myfanwy.barrett@harrow.gov.uk tel: 0208 420 9269	None.	None.
Revenue Budget 2009-10 to 2011-12	Recommend final revenue budget (including HRA and schools budget).	Cabinet Council	12 February 2009 19 February 2009	Councillor David Ashton Myfanwy Barrett, Corporate Director, Finance myfanwy.barrett@ha	None.	None.

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
				rrow.gov.uk tel: 0208 420 9269		
Treasury Management Strategy and Prudential Indicators 2009-10	Approve the Treasury Management Strategy and the prudential indicators.	Cabinet Council	12 February 2009 19 February 2009	Councillor David Ashton Myfanwy Barrett, Corporate Director, Finance jennifer.hydari@harrow.gov.uk tel: 0208 424 1527	None.	None.
To agree arrangements for the transfer of responsibility for commissioning social care services for people with a learning disability from the NHS to the Council	To agree the transfer arrangements including the amount of funding to transfer from Harrow PCT and the legal and governance framework to be established.	Cabinet	12 February 2009	Councillor Barry Macleod-Cullinane Paul Najsarek, Corporate Director, Adults and Housing tel:020 8424 1911 mark.gillet@harrow.gov.uk	Consultation with learning Disability Partnership Board, Partner organisations, users and carers	Valuing People Now - Department of Health 2007 Guidance letter to Chief Executives of Councils and PCTs from Department of Health August 2008
MARCH						
Council Insurance Renewals 1 April 2009	To authorise the acceptance of contracts of insurance for the Council's insurance requirements for 2009-2010.	Cabinet	26 March 2009	Councillor David Ashton Myfanwy Barrett, Corporate Director, Finance david.ward@harrow.gov.uk tel: 020 8424	None.	None.

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
				1781		
Procurement of Sports and Leisure Facilities Contract Management Partner	To agree a facilities mix, which will go out to competitive tender, resulting in the procurement of a new Sports and Leisure Contract Management Partner.	Cabinet	26 March 2009	Councillor Chris Mote Javed Khan, Director of Community and Cultural Services clifton.jackson@harrow.gov.uk tel: 0208 424 7623	None.	None.
Leases to Youth and Elderly Persons Organisations	To approve a standard approach to the determination of rents for such leases.	Cabinet	26 March 2009	Councillor Tony Ferrari Andrew Trehern, Corporate Director, Place Shaping belinda.prichard@harrow.gov.uk tel: 0208 420 9330	Consultation with Ward Members.	None.
APRIL						

If you have comments on any of the issues raised in the Forward Plan please contact the lead officer whose details are indicated. Alternatively contact Alison Atherton, Senior Professional - Democratic Services (Corporate) on telephone no. 020 8424 1266 or by email:

alison.atherton@harrow.gov.uk

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Strategy, Partnership and Finance	David Ashton	Chestnut Cottage Tanglewood Close Stanmore HA7 3JA	Mob: 07710 899615	djashton@hotmail.com
Environment and Community Safety	Susan Hall	40 Sequoia Park Hatch End PINNER HA5 4DG	Mob: 07860 742093	susan.hall@harrow.gov.uk
Planning, Development and Enterprise	Marilyn Ashton	Chestnut Cottage Tanglewood Close Stanmore HA7 3JA	Mob: 07831 319324	marilynashton@hotmail.com
Children's Services	Christine Bednell	56 St. Edmunds Drive Stanmore HA7 2AU	Mob: 07709 959420	Cbednell@aol.com
Major Contracts and Property	Tony Ferrari	The Eagles West Drive Harrow Weald HARROW HA3 6TU	Mob: 07914 961035	tony.ferrari@harrow.gov.uk
Adults and Housing	Barry Macleod-Cullinane	The Group Office Room 102 PO Box 2 Civic Centre HARROW HA1 2UH	Mob: 07791 600930	barry@belmont.bz

Portfolio	Councillor	Address	Telephone no.	Email
Community and Cultural Services	Chris Mote	Riverside Cottage 15 Eastcote Road Pinner HA5 1EA	020 8868 8996	Chris.Mote@harrow.gov.uk
Performance, Communication and Corporate Services	Paul Osborn	2 Vaughan Road Harrow HA1 4EE	Bus: 020 7692 7188	Paul.Osborn@harrow.gov.uk
Schools and Children's Services	Anjana Patel	187 The Ridgeway North Harrow HA2 7DE	07946 586017	Anjana.Patel@harrow.gov.uk

15 JANUARY 2009

Current Progress Review Matrix

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
Delivering A Strengthened Voluntary and Community Sector	In-depth review	Final Report O&S Cabinet	Final report to Cabinet 18 th December	The review report was received by Cabinet on 18 th December. A formal response to the review's recommendations is anticipated in March. In the meantime, an implementation board has been established to consider the feasibility of the recommendations and to develop formal costings.
Standing Review of NHS Finances	Standing review (18 months)	Final Report O&S Cabinet	TBC	The review's evidence gathering has been completed and a final report from the review is being prepared. It will be presented to the Overview and Scrutiny committee in February.
Standing Review of Budget	Standing review (3-years)	Second interim report O&S Cabinet	TBC	The second phase of the review will commence in January and the following issues will be investigated: <ul style="list-style-type: none"> • The feasibility of development of shared services • Service and budget planning process in service areas • Revenue maximisation.
Tenants' Right to Manage	Challenge Panel	Dependent upon outcome of the challenge panel	February/March 09	A meeting took place in December with residents and Tenant Management Organisations and as a result of this, it was agreed to hold an additional meeting with First Call, the independent tenant advisors. This meeting will take place on 8 th January 2009.
Extended schools	Light touch review	Final Report O&S	Spring 2009	Evidence gathering has now commenced with

		Cabinet		information being provided by officers on the nature of services distributed across the clusters. Initial meetings will be followed by visits to 3 cluster groups and further consultation with children and parents will be undertaken.
Healthcare for London	<p>Pan-London Joint Overview and Scrutiny Committee</p> <p>Harrow scrutiny working group</p>	<p>O&S</p> <p>Final report to NHS London</p>	<p>n/a for Cabinet</p> <p>Report to NHS London anticipated May/June 2009</p>	<p>The second stage of public consultation on Healthcare for London is likely to begin at the end of January 2009 and run for 3 months after which time the JOSCS will report back to NHS London. Consultation will be specifically on two service areas – acute stroke care and major trauma services.</p> <p>Harrow will have one member representative on the JOSCS, to be appointed at full council in February 2009. It is anticipated that the scrutiny working group on Healthcare for London will reconvene to consider Harrow's contribution to the JOSCS.</p>



Meeting:	Cabinet
Date:	15 January 2009
Subject:	Timetable for the Preparation and Consideration of the Statutory Plans and Strategies 2008/09 - Variation
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Cllr David Ashton, Leader and Strategy, Partnership and Finance Portfolio Holder
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

On 15 May 2008, Cabinet agreed the timetable for preparation and consideration of the statutory plans. There is now a need to vary the timetable in respect of one plan, the Development Plan.

Recommendations:

That the timetable for the preparation and consideration of the

- 1) Development Plan be varied as set out in paragraph 2.1.6; and
- 2) Sustainable Community Strategy be varied as set out in paragraph 2.1.7.

Reason: (For recommendation)

Cabinet have previously agreed the timetable in order to comply with the requirements of paragraph 3 of the Budget and Policy Framework Procedure Rules set out in Section 4C of the Council's Constitution. It is therefore necessary to seek Cabinet's agreement to vary the timetable.

Section 2 – Report

2.1 Background

2.1.1 The Council's Constitution sets out the process for the development of the policy framework at paragraph 3 of the Budget and Policy Framework Procedure Rules. In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, the approval of the Development Plan is reserved to the Council.

2.1.2 The Constitution requires the Executive to determine, at the start of each Municipal Year, a timetable for the preparation and consideration of the statutory plans and strategies that are required to be made in that year. On 15 May 2008, Cabinet agreed the timetable for preparation and consideration of the statutory plans. The timetable showed the meeting of the Executive, which it was expected that the Plan or Strategy will be agreed for recommendation to Council, the meeting of the Overview and Scrutiny Committee to which the matter is to be referred and the date of the Council meeting at which the recommendation will be considered.

2.1.3 Cabinet agreed the following timetable for the Development Plan:-

- Overview and Scrutiny Committee – 7 January 2009
- Cabinet – 15 January 2009
- Council – to be confirmed

On 13 November 2008, Cabinet agreed to revise to the timetable for the Sustainable Community Strategy as follows:-

Overview and Scrutiny Committee – 9th December 2008
Cabinet – 15 January 2009
Council – 19 February 2009

2.1.4 The main reasons for the change in Core Strategy DPD reporting timetable is detailed in the Local Development Scheme – 2008 Revision report (also reported to Cabinet on 18 December 2008) and are summarised as:

- To allow more time to prepare a robust evidence base for the Core Strategy and ensure the Council stands the best possible chance of the Core Strategy being found sound by the planning inspectorate at an examination in public and avoid unnecessary delays in the adoption of the Core Strategy.
- To ensure the LDS accurately reflects the key milestones and delivery targets for development plan documents (such as the Joint Waste DPD and Core Strategy DPD).
- To ensure interim design guidance is developed to help manage development pressure on Harrow Town Centre, whilst the LDF core strategy is being prepared for submission to the Secretary of State.
- To ensure the Council receives the maximum possible amount of funds from the Government through the Housing and Planning Delivery Grant for the plan-making, by having an up to date Local Development Scheme.

2.1.5 The timetable for the development of the Sustainable Community Strategy needs to include an adequate period for public consultation prior to the Strategy's presentation to Cabinet in March 2009 and Council in April 2009. Although the scenario and summit processes that have identified the themes and priorities have themselves constituted public consultation in setting the parameters of the

Strategy, the final balance between priorities and the overall direction for the Borough need to be checked against public opinion before they can be endorsed.

The Sustainable Community Strategy forms the keystone of the Area Assessment element of the Comprehensive Area Assessment and one which needs to demonstrate that its themes have been derived from significant public engagement. The development of the strategy also provides an opportunity to contribute to satisfying the Council's Duty to Involve through further consultation and engagement.

2.1.6 Cabinet are asked to approve the following variation to the timetable for the consideration of the Development Plan:-

- Overview and Scrutiny Committee – date to be confirmed, planned for second half of 2009
- Cabinet – date to be confirmed, planned for second half of 2009
- Council – date to be confirmed, planned for second half of 2009

The dates will be included in the report on the timetable for statutory plans which is submitted to Cabinet for consideration each May.

2.1.7 Cabinet are asked to approve the following variation to the timetable for the consideration of the Sustainable Community Strategy:-

Overview and Scrutiny Committee – 16 March 2009
Cabinet – 26 March 2009
Council – 2 April 2009

Options

Cabinet are asked to vary the timetable for this plan, which forms part of the budget and policy framework. Cabinet could decide to set an alternative timetable for the consideration of this plan. However, it would need to be in accordance with the Local Development Scheme being submitted for approval by both GOL and GLA for when planning documents will be prepared.

Risk Management Implications

Risk included on Directorate risk register? No

Financial Implications

None

Performance Issues

The refreshed Sustainable Community Plan will be a key document for the new Comprehensive Area Assessment as it will describe the Partnership's understanding of the issues concerning the people of Harrow and, through the Local Area Agreement and other delivery strategies, the way in which the Council and its Partners are working together to address these concerns. The Area aspect of the CAA judgement will rest heavily on the relevance and completeness of the refreshed Plan and it is therefore important to take the time needed to prepare the document properly.

The delay from the original timetable will not adversely affect performance against the CAA or any other measure and there is no statutory requirement to refresh the Plan at all or by any particular date.

Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 11 December 2008		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 11 December 2009		

Section 4 – Performance Officer Clearance

Name: Mike Howes	<input checked="" type="checkbox"/>	On behalf of Divisional Director (Strategy and Improvement)
Date: 6 January 2009		

Section 5 - Contact Details and Background Papers

Contact: Alison Atherton, Senior Professional Democratic Services (Cabinet)
Tel:020 8424 1266 or ext 2266 email:alison.atherton@harrow.gov.uk

Background Papers:

The Council's Constitution

Cabinet – 15 May 2008 - approved the timetable for the preparation and consideration of statutory plans 2008/9

Cabinet – 13 November 2008 – approved a variation to the timetable for the consideration of the Sustainable Community Strategy



Meeting:	Cabinet
Date:	15 January 2009
Subject:	Collection Fund 2009-10
Key Decision:	Yes
Responsible Officer:	Myfanwy Barrett (Corporate Director of Finance)
Portfolio Holder:	David Ashton ,Leader and Portfolio Holder for Strategy, Partnership and Finance
Exempt:	No
Enclosures:	N/A

Section 1 – Summary and Recommendations

This report sets out the estimated financial position on the Collection Fund as at 31 March 2009.

Recommendations:

Cabinet is asked to:

- (a) Note an estimated surplus of £380,779 on the Collection Fund as at 31 March 2009 of which £300,092 is the Harrow share;
- (b) Agree that an amount of £300,092 be transferred to the General Fund in 2009-2010.

Reason:

To report to Cabinet on the Council's statutory obligation to make an estimate of the surplus or deficit on the Collection Fund by 15 January 2009. Approval of the recommendations set out is a major part of the annual budget review process. If the recommendations are not approved statutory requirements will not be met.

Section 2 – Report

1. The Council, as a billing authority for Council Tax, is required to keep a special fund known as the Collection Fund. The Fund is credited with the amount of Council Tax and Non Domestic Rates (NDR) it collects. The payments out of the Fund are in respect of Harrow's own local demand (i.e. General Fund expenditure net of Revenue Support Grant and share of NDR) and to the National NDR Pool, and the precept issued by the Greater London Authority (GLA).
2. If a surplus, or deficit, remains in the Collection Fund at the year-end it is subsequently borne by, or distributed to, the billing authority (i.e. Harrow) and the preceptor (i.e. GLA). Billing authorities are required to estimate the expected Collection Fund surplus, or deficit, for the year to 31 March in order that the sum can be taken into account by billing authorities and preceptors in calculating the amounts of Council Tax for the coming year. The difference between the estimate and the actual surplus, or deficit, at 31 March will be taken into account in the following financial year.
3. The estimated financial position on the Collection Fund at 31 March 2009 is set out below.

	£
Collection Fund Deficit at 31 March 2008	1,801,121
Transfer in respect of estimated deficit at 31 March 2008	-1,735,592
Increase in collectable debt in 2008-2009	-643,664
Increase in provision for non-collection (BDP)	197,356
Estimated surplus at 31 March 2009	<u>-380,779</u>

4. There are three factors in the calculation – any surplus or deficit brought forward from the previous financial year, the change in the collectable debit, and changes to the appropriate level of bad debt provision (BDP). The estimated surplus set out in the above table includes both Harrow's and the GLA's share.
 - The Collection Fund deficit at the end of 2007-2008 was £1,801,121. This was £65,529 higher than the anticipated deficit of £1,735,592 when the 2008-2009 budget and Council Tax was set;
 - Due to stricter policing of discounts and exemptions, the amount to be collected from Council Tax has increased by £0.644m against the budgeted requirement of £124.9m for 2008-2009;

- The following rates in respect of Bad Debt Provision remain unchanged to those agreed by the Cabinet in January 2008.

Current Bad Debt Provision Rates:

	%
Previous year debt	54
Debt over 2 years	73
Debt over 3 years	86
Debt over 4 years	100

5. The Regulations provide for the Council's share of the estimated surplus to be transferred the General Fund. The transfer of £300,092 (Harrow Council's share) will reduce the local demand on the Collection Fund and will be taken into account in the calculation of the 2009-2010 Council Tax. The remaining sum of £80,687 will be payable to the GLA.

Legal Implications

6. The Council is required by The Local Authorities (Funds) (England) Regulations 1992 in exercise of the powers under Section 99(3) of the Local Government Finance Act 1988 to make an estimate by 15 January of the amount of the deficit or surplus on the Collection Fund as at 31 March 2009.

Financial Implications

This is a report from the Corporate Director of Finance and deals with financial matters throughout.

Performance Issues

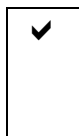
There are no direct implications for individual performance indicators as the Collection Fund does not form part of the General Fund finance of the Council.

Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 05 th January 2009		
Name: Helen White	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 06 th January 2009		

SECTION 4: PERFORMANCE OFFICER CLEARANCE

Name: Tom Whiting



On behalf of the Divisional
Director of Strategy and
Improvement

Date: 06th January 2009

Section 5 - Contact Details and Background Papers

Contact: Jennifer Hydari (Divisional Director, Finance &
Procurement)

Tel: 020-8424-1393 / Email: jennifer.hydari@harrow.gov.uk

Background Papers:

- The Local Authorities (Funds) (England) Regulations 1992
- Statement of Accounts 2007-2008



Meeting:	Cabinet
Date:	15 January 2009
Subject:	Future Organisation of Roxeth Manor First School and Roxeth Manor Middle School
Key Decision:	Yes
Responsible Officer:	Heather Clements, Director of Schools and Children's Development
Portfolio Holder:	Councillor Anjana Patel, Portfolio Holder for Schools and Children's Development
Exempt:	No
Enclosures:	Annex A - Decision Makers Guidance

Section 1 – Summary and Recommendations

Statutory Proposals were published in November 2008 that could effect the amalgamation of Roxeth Manor First School and Roxeth Manor Middle School. No objections have been received during the representation period. Cabinet approval is sought to enable the two schools to combine in September 2009.

Recommendations:

Cabinet is requested to determine the statutory proposals to close Roxeth Manor First School and extend the age range and expand the capacity of Roxeth Manor Middle School, to effect the amalgamation of the two schools in September 2009.

Reason: (For recommendation)

Cabinet agreed the publication of statutory proposals on 23 October 2008 and is under a statutory duty to determine the proposals within two months from the end of the representation period, which ended on 22 December 2008, or the matter is referred to the Office of the Schools Adjudicator for determination. In determining the proposals, Cabinet as the decision maker, must have regard to the statutory and non-statutory guidance provided by the Department for Children, Schools and Families.

Section 2 – Report

Introduction

1. Harrow's vision is to provide high achieving schools at the centre of community services, and a corporate priority is to continue improvement in schools to make education in Harrow even better. In order to further this vision, in October 2007 Cabinet agreed its strategic approach to school organisation.

Options considered

2. The Headteacher of Roxeth Manor First School has retired, and the Headteacher of Roxeth Manor Middle School has resigned. In July 2008, the governing bodies commenced the process to amalgamate the two schools in accordance with the Council's October 2007 amalgamation policy. The October 2007 amalgamation policy requires separate first and middle schools to amalgamate when one or more of the triggering circumstances arise unless there are compelling and over-riding reasons not to, and a headteacher vacancy in either or both schools is one of the triggering circumstances.
3. In July 2008, the governing bodies formed a representative steering group to plan the consultation process with the school communities and agree a consultation document to send to all stakeholders. The statutory consultation was held from 18 September 2008 until 3 October 2008. This consultation met the requirements of the DCSF School Organisation Unit guidance on closing and making changes to schools.
4. At their meeting on 23 October 2008, Cabinet considered the outcome of the consultation and the recommendation of the governing bodies that the two schools should amalgamate from September 2009. Cabinet agreed to publish statutory proposals that could effect the amalgamation of the two separate schools. In accordance with practice under the October 2007 amalgamation policy, the statutory proposals that were published were to discontinue the school where the headteacher vacancy had arisen first, and to extend the age range and expand the capacity of the other school.

Statutory Notices

5. Three linked statutory proposals were published that could effect the amalgamation of Roxeth Manor First School and Roxeth Manor Middle School to provide an all through primary school. The following two statutory proposals were published on 10 November 2008 with a statutory representation period of 6 weeks.
 - A prescribed alteration to extend the age range of Roxeth Manor Middle School to establish a school with an age range of 4 (Reception) to 12 (Year 7) with attached nursery class from 1 September 2009.
 - A notice to discontinue Roxeth Manor First School on 31 August 2009.
6. The third statutory proposal was published on 24 November 2008 with a statutory representation period of 4 weeks:
 - A prescribed alteration to expand the capacity of Roxeth Manor Middle School from 360 to 706 from 1 September 2009.

7. This staged approach to publication ensured that all three proposals had the same closing date for the representation periods. The local authority received no representations or comments during the representation period.

Determination of statutory proposals

8. In its role as the Decision Maker, Cabinet must have regard to the statutory and non-statutory guidance, provided by the Department for Children, Schools and Families, when determining statutory proposals. The guidance has been provided to all Cabinet Members, and is available as background papers. Annex A provides Cabinet with commentary on the salient points contained in the Decision Makers' Guidance

Legal comments

9. The Local Authority has a statutory entitlement under ss.15 and 19 of the Education and Inspections Act 2006, to issue statutory proposals in respect of school reorganisation. The statutory proposals were published following the decision made by Cabinet on 23 October 2008. Cabinet must determine the proposals within two months of the representation period, which ended on 22 December 2008, or the matter is referred to the Office of the Schools Adjudicator for determination. Cabinet must have regard to the Secretary of State's guidance when reaching its decision, and should consider the representations received during the course of the publication period when making their decision.

Financial Implications

10. Amalgamating schools has a positive albeit small revenue effect, and in previous cases this has resulted in improved efficiencies of approximately £40k. The principal efficiencies result from having one headteacher instead of two. Schools would also benefit from having fewer Service Level Agreement (SLA) charges for some services, for instance, at present first and middle schools are charged separately for the Schools Finance SLA. This would change to only one charge after amalgamation.
11. Capital expenditure, where necessary, would be financed through existing capital resources including for example Schools Devolved Formula, and other DCSF resources as they come on stream for example, the Primary Capital Programme.

Performance Issues

12. Delivering School Reorganisation so that Harrow Schools are in line with the national agenda is Council Improvement Plan project IP7D and contributes to a range of performance indicators, in particular the following from the new National Indicator Set. NI 72 – 109 'Enjoy and Achieve' indicators covering Key Stage achievement and progression, narrowing the gap for lower performing and vulnerable groups, attendance, behaviour, special educational needs.
13. Whilst Harrow's performance is currently above national and statistical neighbours averages at all Key Stages, Harrow's targets, which are set annually for the DCSF, are highly challenging. The table below presents Harrow's performance against its targets and the national averages.

Harrow's 2006-07 Results

KS1	Actual	Target	National
Reading L2+	84.7%	Not set	84%
Writing L2+	81.0%	Not set	80%
Maths L2+	90.5%	Not set	90%
Science L2+	88.2%	Not set	89%
KS2	Actual	Target	National
English L4+	82%	85%	80%
Maths L4+	79%	85%	77%
Science L4+	88%	Not set	88%
KS3	Actual	Target	National
English L5+	79%	82%	74%
Maths L5+	79%	80%	76%
Science L5+	75%	78%	73%
GCSE	Actual	Target	National
% 5+ A*-C	68.0%	67.5%	62.0%
% 5+ A*-C incl E&M	56.1%	Not set	46.8%

Risk Management Implications

14. Risk included on Directorate risk register? No
 Separate risk register in place? No

15. A summary of high level risks is provided.

High Level Risks	Consequences	Mitigating/Control Actions
Challenge to Cabinet decision making.	Delay.	Cabinet must have regard to the Secretary of State's guidance for decision makers in reaching its decisions.
Statutory consultation about school reorganisation during the autumn.	Confusion for stakeholders.	Cabinet is being asked to determine the statutory proposals to amalgamate the Roxeth Manor schools, before any statutory proposals are published about school reorganisation. The school reorganisation consultation papers explain the position.
Clarification of the Council's Amalgamation Policy.	Confusion for stakeholders.	In response to issues raised by the DCSF in regard to the amalgamation policy, and a corporate complaint investigation, Cabinet agreed a clarified policy in October 2008. This clarification does not change the policy requirements.

Section 3 - Statutory Officer Clearance

Name:	Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	17 December 2008		

Name:	Helen White	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	18 December 2008		

Section 4 – Performance Officer Clearance

Name:	David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Strategy and Improvement)
Date:	12 December 2008		

Section 5 - Contact Details and Background Papers

Contact: Chris Melly, Senior Professional, Transforming Learning Team
020 8420 9270 chris.melly@harrow.gov.uk

Background Papers:

Papers of Cabinet 23 October 2008 - Future Organisation of Roxeth Manor First School and Roxeth Manor Middle School

DCSF School Organisation Unit guidance for decision makers
www.dcsf.gov.uk/schoolorg

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Future Organisation of Roxeth Manor First School and Roxeth Manor Middle School

Decision Makers Guidance

The decision maker for these statutory proposals is the local authority, and this report presents the proposals to Cabinet for determination. If the local authority fails to decide proposals within two months of the end of the representation period the local authority must forward proposals, and any received representations, to the Office of the Schools Adjudicator for decision.

Decision Makers are required to have regard to statutory and non-statutory guidance issued by the Secretary of State when they take a decision on proposals. The guidance documents have been provided to all Cabinet Members, and are available on the School Organisation Unit website at <http://www.dcsf.gov.uk/schoolorg/>

Compliance with statutory requirements

A statutory consultation was conducted from 18 September 2008 until 3 October 2008. The consultation responses and outcomes were reported to Cabinet on 23 October 2008, and Cabinet decided to publish statutory notices. The decision maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.

Three linked statutory proposals were published that could effect the amalgamation of Roxeth Manor First School and Roxeth Manor Middle School to provide an all through primary school. The following two statutory proposals were published on 10 November 2008 with a statutory representation period of 6 weeks.

- A prescribed alteration to extend the age range of Roxeth Manor Middle School to establish a school with an age range of 4 (Reception) to 12 (Year 7) with attached nursery class from 1 September 2009.
- A notice to discontinue Roxeth Manor First School on 31 August 2009.

The third statutory proposal was published on 24 November 2008 with a statutory representation period of 4 weeks:

- A prescribed alteration to expand the capacity of Roxeth Manor Middle School from 360 to 706 from 1 September 2009.

All three statutory proposals had the same closing date of 22 December 2008 for the representation periods. This staged approach to publication ensured that all three proposals had the same closing date and could be determined together within 2 months of the closing date.

The statutory notices were developed using the School Organisation Unit 'Build a Statutory Notice' facility. This facility is designed to help local authorities, governing bodies and other proposers who will be publishing statutory proposals, to construct a statutory notice which contains all the information required by law.

Factors to be considered by decision makers

The factors contained in the Secretary of State's guidance should not be taken to be exhaustive. Their importance will vary, depending on the type and circumstances of the proposals. All proposals should be considered on their individual merits.

The sections that follow contain information to assist Cabinet to determine how the proposals meet the factors the decision maker must have regard to in reaching a decision. Not all of the

factors contained in the guidance are relevant to these proposals. For example: the proposals do not make changes to early years provision or nursery schools; there are no post-16 implications; there is no change to school category; and there is no special educational needs reorganisation. The net effect of the proposals is to establish an all through primary school, by amalgamating the two separate schools on the existing school site, that will be the same overall size and character, offering places to the existing pupils and serving the same area. The following sections, therefore, focus on relevant factors of the guidance.

A system shaped by parents

Strategic Approach to School Organisation

In 2002, the council undertook a debate on School Organisation in Harrow, the outcome of which was a consensus from stakeholders on three issues: to increase opportunities for early years; to increase choices and opportunities at post-16 including provision on school sites; and to change the age of transfer. The council has secured the provision for early years and post-16 and now is seeking to make progress to change the age of transfer.

In October 2007, Cabinet agreed their strategic approach to school organisation and reaffirmed their commitment to change school organisation. Cabinet established a Stakeholder Reference Group (SRG) to consider issues arising from school reorganisation and agreed a revised amalgamation policy. The council's amalgamation policy contributes to preparations for a change in the age of transfer, and also to maintaining and improving the educational performance of Harrow schools and their pupils. In October 2008 Cabinet agreed a clarified amalgamation policy and implementation guidance.

In June 2008, Cabinet received a report on the progress of the SRG and agreed to undertake a consultation on school reorganisation which was held from 8 September to 5 December 2008.

Roxeth Manor Schools Proposals

Parents and stakeholders have had the opportunity to contribute and shape the proposals for Roxeth Manor Schools.

The statutory consultation was held from 18 September 2008 until 3 October 2008. The schools distributed the consultation document to all parents, members of staff and governors. The steering group arranged meetings for parents of both schools on Tuesday 23 and Wednesday 24 September, and a meeting for staff of both schools on Thursday 25 September 2008. Information about the responses to this consultation is given under 'Other issues' later in this Annex.

No representations or comments were received by the local authority during the representation period.

Standards

The council's amalgamation policy identifies a number of educational benefits arising from the creation of all through primary schools:

- Organisational structure is aligned with the National Curriculum Key Stages. Planning across Foundation, Key Stages 1 and 2 as a coherent whole for the primary phase provides greater flexibility across and between the Key Stages.
- Reducing the number of changes for children in a school system strengthens continuity and progression for children and families in the primary phase, both in terms of the curriculum and pastoral experience. Research shows that the fewer moves children

have during their school career the better they perform. However, currently some children change schools at the end of Year 3 in the First School, at the end of Year 7 in the Middle School and at the end of Year 11 in the High School. There can be a further change where a child attends a nursery. If there is a combined primary school, and with post-16 provision available on all high school sites, the number of imposed changes will be minimised. In general, children and their families will have just two major changes. This reduction in the number of school moves is important, and particularly for children with special educational needs.

- Greater opportunities are created for older children to take on responsibility. For younger children the presence of older children provides aspirational role models and also mentoring support.
- Teachers and classroom staff have access to the whole primary curriculum. This supports and informs whole school planning, assessment, pastoral systems, etc, and provides opportunities for wider staff development and experience across the full primary phase over time.
- Growing national evidence shows that all through primary schools create more consistency between year groups and key stages in learning, planning and assessment. There is improved use of teachers' skills, specialist teaching and improved pastoral arrangements, as well as benefits for management, leadership and financial management. The financial viability of separate infant schools with two forms of entry could be challenging.

“Where primary education is provided in separate key stages, there is generally very little effective curriculum continuity and progression. In such situations the scope for discontinuity of learning is increased, together with the attendant, wasteful, repetitive teaching of subject content and learning experiences in the receiving key stage.”
Educational Management Information Exchange at NFER

Harrow Schools are high performing and overall the local authority is above National Averages and above or in line with statistical neighbours. Harrow strives for continuous improvement and has set challenging targets for achievement. Both Roxeth Manor schools are within the local authority's area of development. Roxeth Manor First School was previously in a local authority category of concern, but has worked hard to improve practice and the latest Ofsted inspection in September 2008 found the school to be satisfactory with some elements that are good. At the Middle School interim leadership arrangements are in place, and an evaluation of the school's work has identified the school to be a local authority level 3 school. This results in additional support being directed to secure improvements in the school. These proposals to create a combined school would continue to improve the school further including building on many aspects of the existing good practice in both schools.

The proposed Roxeth Manor School would be a combined three-form entry school with attached nursery class. All schools have their own distinct ethos and identity and relationship with their local community. These proposals would continue and develop further the existing good practices of these separate schools as a combined school.

Diversity

There is a range of schools in Harrow offering diversity to parents both in terms of ethos and size. Harrow has a Church of England primary school, a Hindu primary school and a Jewish

primary school, six Roman Catholic primary schools and two Roman Catholic high schools. Schools are organised as separate and combined first and middle schools and have a range of planned admission numbers.

Every Child Matters

The five outcomes for Every Child Matters are central to all Harrow plans for schools so that wrap around care, support for families and a wide range of opportunities are developed in all schools. These extended services also support the Narrowing the Gap agenda, and these proposals would not impact negatively on these agendas.

An all through school would be able to further promote the Every Child Matters outcomes by ensuring the most effective and coordinated use of school facilities. As a result of these proposals it is considered that it would be possible to build on the established best practice of both schools to promote access to extended services.

School characteristics

No changes to the overall characteristics of the schools arise from the proposals.

Need for places

The statutory proposals do not lead to the creation of additional places or to the loss of any places. The overall effect of the linked proposals is to create an all through school with the same number of places as the existing schools. No pupils would be displaced by the proposals.

Harrow prepares pupil projections and manages the supply of places across the Borough and within Planning Areas. Through this process proposals are brought forward to increase or reduce the supply of places accordingly. Pupil projections suggest that there will be an increase in pupil numbers in Harrow by 2015, though no additional places in the South West Planning Area are envisaged. Housing developments could lead to an increase in child yield, in which case place planning across the South West Planning Area would occur to meet any increased demand on school places. Harrow considers a range of options to manage the supply of school places, including temporary expansion, bulge year groups, and permanent expansion. Should additional places be required, then options would be considered for all schools in a relevant area.

Impact on the community and travel

The combined school would build on the existing community use and extended school activities. Potential use of the school site by the community could be enhanced by the ability to plan for one school rather than two separate schools.

As there are no proposals to change the overall size of the school or to change the site, these proposals would not affect journey times or lead to increased transport costs.

Funding and land

The statutory proposals are not dependent on capital funding being available. If an all through school is established, part of the implementation process would be to undertake a school site development plan. This would consider the priorities identified in the School Asset Management Plans and the building changes that are required to enhance provision and the functioning of a combined school. Any building plans would need to be fully costed and funding secured.

Both schools have capital resources from the Department for Children, Schools and Families (DCSF) Devolved Formula Capital. In addition, it may be possible to access some funding from the council once the future organisation of the schools and site development has been agreed.

Amalgamating schools has a positive albeit small revenue effect, and in previous cases this has resulted in improved efficiencies of approximately £40k. The principal efficiencies result from having one headteacher instead of two. Schools would also benefit from having fewer Service Level Agreement (SLA) charges for some services, for instance, at present first and middle schools are charged separately for the Schools Finance SLA. This would change to only one charge after amalgamation.

Special educational needs provision

The statutory proposals do not involve a review of special educational needs provision and the schools do not have additional special educational units. The schools provide support for pupils with special educational needs for whom a mainstream school is appropriate and there are no proposals for this to be changed as a combined school.

All pupils attending the schools would transfer to the all through school.

In an all through school, there may be benefits for pupils with special educational needs. There would be continuity in planning and support across all key stages. In addition, there could be greater consistency in the organisation and management of the schools, for example, behaviour policies, school rules etc.

Other issues

The decision maker should consider the views of all those affected by the proposals or who have an interest in them. The decision maker should not simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the decision maker should give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposals.

No representations or comments were received by the local authority during the representation period from 10 November 2008 until 22 December 2008.

A statutory consultation was conducted from 18 September 2008 until 3 October 2008. The responses gathered from the consultation indicated that the majority of parents agreed with the proposals, and, although there were some concerns raised by staff, and pupils, these would all be considered and taken into account at the next stage of the process. The issues and concerns raised by parents, staff and pupils were primarily about the processes, rather than about the principle, of combining two schools. Many of the concerns had already been raised at consultation meetings, and the governing bodies will work to address these concerns if the decision is made to combine the two schools. No comments about the consultation proposals were received by the local authority.

The governing bodies met on Thursday 9 October 2008 to consider the outcome of the consultation with the school communities, and both governing bodies decided unanimously to recommend to Cabinet that the two schools amalgamate from September 2009. The governors felt that this was a unique opportunity in the life of the schools to reorganise and restructure the schools for the benefit of the education of the pupils. The governing bodies consider that amalgamating in September 2009 would provide sufficient time, particularly for staff, to prepare and adjust to ensure a smooth transition.

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Meeting:	Cabinet
Date:	15 January 2009
Subject:	Proposals for School Reorganisation in Harrow
Key Decision:	Yes
Responsible Officer:	Heather Clements, Director of Schools and Children's Development
Portfolio Holder:	Cllr Anjana Patel, Portfolio Holder, Schools and Children's Development
Exempt:	No
Enclosures:	Annexe 1 Consultation Responses and Analysis Annexe 2 Proposals for Individual Schools Annexe 3 Equalities Impact Assessment Annexe 4 Risk Register

Section 1 – Summary and Recommendations

This report presents:

- the outcome of the consultation on proposals to change school organisation in Harrow,
- an up-date on the work of the School Reorganisation Stakeholder Reference Group and
- information on the Primary Capital Programme and the Building Schools for the Future government initiatives.

Recommendations:

Cabinet is requested to:

1. Consider the outcomes of the consultation on proposals for school reorganisation in Harrow and to make decisions while having regard to the statutory and non-statutory decision makers guidance issued by the Secretary of State.
2. Note the outcome of the consultation in respect of the following voluntary aided schools: Krishna-Avanti Primary School, St John Fisher Catholic First and Middle School, St John's Church of England School, and St Teresa's First and Middle Catholic School.

3. Adopt the proposals for school reorganisation across Harrow that will change:
- i) separate first schools (Reception to Year 3) to become infant schools (Reception to Year 2) as proposed for individual schools in Annexe 2i;
 - ii) separate middle schools (Year 4 to Year 7) to become junior schools (Year 3 to Year 6) as proposed for individual schools in Annexe 2ii;
 - iii) combined first and middle schools (Reception to Year 7) to become primary schools (Reception to Year 6) as proposed for individual schools in Annexe 2iii;
 - iv) high schools (Year 8 to Year 13) to become secondary schools with 6th form provision (Year 7 to Year 13) as proposed for individual schools in Annexe 2iv; and
 - v) to publish statutory proposals to give effect to these changes

Reason: (For recommendation)

For Cabinet to:

- o consider the outcome of the consultation undertaken on proposals for school reorganisation in Harrow.
- o exercise the local authority's statutory responsibility in relation to school organisation.
- o consider whether to publish statutory proposals to effect the change.

Section 2 – Report

Introduction

1. The Strategic Approach to School Organisation and the potential outcome to change the ages of transfer will contribute to the Corporate Priority to extend community use of schools while making education in Harrow even better.
2. The Vision for Education agreed by Cabinet at their meeting on 21 May 2008 underpins the development of the strategic approach to school reorganisation.
3. Cabinet's commitment to changing school organisation in Harrow is consistent with a range of National and Local policies impacting currently on Children's Services and schools. These include:
 - the aspirations from the Department for Children, Schools and Families (DCSF) Children's Plan.
 - outcomes of Every Child Matters.
 - the local authority's role as champion for pupils and parents.
 - the council's aspirations to extend and localise services.

Background

4. At their meeting in October 2007, Cabinet agreed a Strategic Approach to School Organisation. The rationale for changing school organisation was outlined in the report grouped under the headings: Organisation, Education and Social Factors, and Stakeholder Support. At this meeting, Cabinet also agreed to establish the Stakeholder Reference Group (SRG), which is a representative group of headteachers, governors, union representatives and members. SRG is chaired by the

Portfolio Holder for Children's Services and supported by officers. There is a range of sub-groups leading on workstreams related to the school reorganisation proposals. Up-dates on the progress of these workstreams are included in this report.

5. At their meeting in June 2008, Cabinet agreed that a consultation on proposals for school reorganisation would be undertaken. The proposed reorganisation for Community Schools is summarised in the table below.

Current Organisation	Year Groups	Proposed Organisation	Year Groups
First Schools	Reception to Year 3	Infant Schools	Reception to Year 2
Middle Schools	Year 4 to Year 7	Junior Schools	Year 3 to Year 6
Combined First and Middle Schools	Reception to Year 7	Primary Schools	Reception to Year 6
Special Primary Schools	Reception to Year 7	Special Primary Schools	Reception to Year 6
High Schools	Year 8 to Year 11	Secondary Schools	Year 7 to Year 13
Special High Schools	Year 7 to Year 13	Special High Schools	Year 7 to Year 13

6. The proposals for individual schools are presented at Annexe 2i-iv.

Consultation

7. The School Reorganisation Consultation commenced on 8 September 2008 and ended on 5 December 2008.
8. The SRG considered the proposed consultation process and draft materials. A consultation document was published and circulated to parents via schools, interested parties including neighbouring Boroughs, Diocesan Boards and local Members of Parliament. Headteachers and Chairs of Governors were asked to consult with their school stakeholders, including pupils, parents, staff and governors, using their established communication mechanisms. A powerpoint presentation was prepared for schools to use at their meetings. This provided the headline information regarding the school reorganisation proposals and the flexibility for Headteachers and Chairs of Governors to add specific impacts for their schools.
9. Officers met with both Student Advisory Groups (SAG High School and SAG Year 6 and Year 7 students) and with the Harrow Youth Council. Formal consultation forums including the Education Consultative Forum and the Governors' Forum considered the proposals. In addition, two public meetings were held at the Civic Centre.
10. The consultation proposals and materials were published on the Council's website together with an on-line response facility. All the

responses received have been made available to Cabinet. Consultation response form transcripts are available to view on the Harrow Website.

Options considered

Consultation Outcomes and Analysis

11. The full analysis of the responses is presented at Annexe 1. The headlines are as follows. Of the 686 individual responses received, 55% agreed with the proposals, 30% did not agree, and 15% were not sure. The majority of these respondents were parents of children in Harrow schools. Of the 50 responses received from governing bodies, 66% agreed with the proposals, 20% did not agree and 14% were not sure. The governing bodies that did not respond included some voluntary aided schools which are organised already as Reception to Year 6, with pupils transferring to high schools at the end of Year 6. The majority of the views expressed by young people were supportive of the proposals.
12. The consultation outcomes indicate that there is support for the proposals to change school organisation in Harrow. Although the response rate was low, this could be for a range of reasons and is not believed to reflect on the consultation process.
13. Many of the responses included comments, and these provide a greater insight into the reasons for the responses made. These comments have been grouped into main themes at Annexe 1 and are listed as:
 - School Organisation
 - Staffing
 - Educational
 - Pupils
 - Implementation in September 2010 Logistics/Transition Issues
 - Finance/Resources
 - Buildings
 - Admissions
14. The number of comments making reference to these themes by respondents who agree, disagree or are not sure about the proposals is presented in Appendix 2 of Annexe 1.
15. Where support has been expressed, this is for a number of reasons including schools' alignment with national curriculum key stages and neighbouring Boroughs. Even where support was expressed, there were some concerns raised about the management of the transition, size of the high schools and the number of pupils on the sites.
16. Where the respondents indicated they were opposed to the proposals, a range of reasons has been cited. These include retaining the existing school organisation, concerns about staffing, resources, and overcrowding on high school sites.
17. Those respondents who were unsure cited school reorganisation issues, concerns about staffing, implementation and pupil maturity.
18. Ten governing bodies disagreed with the proposals and their responses are included at Annexe 1. The eight separate first and middle schools

were concerned primarily about: the financial impact on the schools; the impact on the quality of education; and the impact on staffing. Additional issues included: parents thinking this is a done deal and not understanding the proposals; the issue of losing children at Year 6 has not been sufficiently tested; and lack of proper preparation.

19. Stanburn First School requested that, if the proposals are agreed by Cabinet, consideration is given to either the provision of a fourth class in each year group, or the provision of a three class nursery at the school. The Director of Schools and Children's Development will continue to monitor the demand for school places and early years provision. Where there is a change in demand, proposals will be developed accordingly. Currently, there are no proposals for expansion and it is proposed that this proposal is not supported.
20. An alternative proposal was received from Alexandra School and Shaftesbury School. The proposal is that both schools have Year 7 classes, with the expectation that children at Alexandra would remain there, and young people moving from mainstream school to special school at the end of Year 6 would have Year 7 at Shaftesbury. The proposal had the support of the headteachers, staff and governors.
21. If reorganisation in Harrow occurs as proposed, this alternative proposal would mean there would be different organisation for Alexandra School which would not be aligned with the other schools in Harrow, adjacent Boroughs or the national curriculum. It is proposed that this alternative proposal is not supported. If there are instances where pupils would benefit from an additional year at Alexandra School then this could be achieved on an individual basis. However, the Director of Schools and Children's Development will explore other options for the development of these schools as part of strategic planning for special schools provision.

Voluntary Aided Schools

22. The school reorganisation project is inclusive of the voluntary aided sector although the governing bodies of these schools have responsibility for the organisation of their schools. Local authority officers worked with the governing bodies of four voluntary aided schools to co-ordinate the consultation process. These schools are:
 - Krishna-Avanti Primary School
 - St John Fisher Catholic First and Middle School
 - St John's Church of England School
 - St Teresa's First and Middle Catholic School.
23. The governing bodies of these schools consulted on proposals to change their school age range from Reception to Year 7 to Reception to Year 6. It is understood that the governing bodies will publish statutory proposals that would effect the change in the age range of their schools with effect from 1 September 2010.

Strategic Matters

24. Throughout the consultation activities and the responses several themes have emerged, usually posed as questions for the local authority or as reasons given by those who disagree with the proposals.

25. A factor that is relevant to all the concerns is the need for clarity about the direction for school organisation in Harrow. If Cabinet agrees the proposals and statutory proposals are published that would effect the changes, then there will be greater certainty. Whilst not pre-empting the outcome of the publication of the statutory proposals and their determination, the intended format of school organisation would be known and initial planning would be able to happen in this context. Cabinet would consider the determination of the statutory proposals in April 2009, and, if approved, there would be four academic terms to prepare for implementation. This would not be from a standing position as considerable progress has been made across a range of related workstreams that report to the SRG.
26. Cabinet established the SRG at their meeting in October 2007, and the SRG have met regularly since February 2008. The SRG, which is not a decision-making group, has considered a range of focused workstreams regarding school reorganisation and include:
- Admissions
 - Capital
 - Consultation and Communication
 - Curriculum, Teaching and Learning/ School Leadership, Governance and Management
 - Early Years and Extended Schools
 - Pupil Projections and Demographics
 - School Finance
 - Special Education Needs
 - Workforce Strategy
27. The SRG workstreams are correlated closely to the main theme areas of the comments made by respondents including themes related to staffing, finance, implementation and accommodation. The SRG and the workstream sub-groups provide a structure and mechanism to address issues raised by stakeholders and build on their progress.
28. If the proposals were agreed, Cabinet would want to continue their support for SRG in its role to support the implementation.
29. Up-dates on the SRG are provided below.

Stakeholder Reference Group Up-Dates on Key Workstreams

Admissions

30. Admissions authorities are required to consult on their admission arrangements annually, and determine admission arrangements by 15 April the year before they are implemented. This process would happen regardless of the proposals for school reorganisation in Harrow.
31. The consultation started on Monday 8 December 2008 and will end on Friday 13 February 2009. The consultation outcomes will be reported to Cabinet at their meeting on 26 March 2009.

Capital

Secondary School Sector

32. In preparation for proposals for school reorganisation and the Building Schools for the Future (BSF) submission, the local authority has

developed strategic masterplan proposals with the headteachers and governors for each high school. A holistic approach was adopted to address all Asset Management Plan (AMP) issues, including the incorporation of:

- permanent post-16 accommodation which is under construction.
- potential for Year 7 pupils being in all high schools.
- additional capacity for future population growth.
- Harrow's Education Vision including the vision for schools in the community have informed these plans.

33. If the proposals for school reorganisation are agreed, the temporary accommodation for Year 7 pupils will be required on school sites for use from September 2010. Funding for this is expected to be approximately £6m and provision would be through DCSF Education Modernisation funding.

Primary School Sector

34. In the primary school sector, there is a rolling programme to complete strategic plans for each school. These will be developed along similar lines to the high school master plans. Part of this process will be to identify accommodation that will be surplus to school requirements if the proposals to change school organisation are agreed. Also, a desktop exercise is being undertaken to identify potential capacity in schools, which could be used to expand capacity for places in the future.

Consultation and Communications

35. If the proposals are agreed, the focus of this group will be to ensure that stakeholders are informed throughout the implementation process. This will include key actions for headteachers, schools' staff, governors and up-dates for wider stakeholders.

Curriculum, Teaching and Learning/Leadership, Governance and Management

36. The approach adopted to address School Improvement and Leadership issues is to match mainstream activities arising from changes to school organisation to Harrow's School Improvement Strategies.
37. A joint meeting of these workstreams was held in November to agree the full scope of the work areas that this group needs to consider within a defined and realistic timescale.
38. A priority identified by this group was the need for a structured support mechanism for headteachers to be put in place promptly if the proposals are implemented. The joint meeting endorsed the need for headteacher briefings and the need to include school phase specific discussion. Provisional dates from February to June 2009 were agreed and these will be published in the Gold Bulletin.

Pupil Projections and Demographics

39. Pupil population and roll projections are being monitored and a new set of projections will be produced in March 2009, using the projections from the GLA and the January 2009 School Census data.
40. Officers are liaising with neighbouring Boroughs about the projections and the impact on school place planning. This will continue and

proposals to make changes to the number of school places will be developed accordingly.

School Finance

41. The School Finance workstream sub-group has completed considerable work on the schools' funding formula and modelled the impacts on individual school budgets. They have developed and agreed a set of principles to be applied as the protection factor for schools.
42. The working group has developed a model to calculate transitional protection. The model takes account of the savings schools should be able to make, generated by the changes in pupils numbers, and balances held by schools that are above the Audit Commission level at April 2008. The model provides limited protection over two years where appropriate, though this would of necessity be at a modest level to ensure the total protection is affordable as there is no additional funding. The model was presented to the Schools' Forum on 18 December 2008. At this meeting the Forum supported the proposed model and recommended that it be distributed to individual schools for comment. The working group will consider the comments from schools, and will report to the Schools' Forum in February.
43. By using balances at April 2008 as a baseline, the model ensures that any additional savings made by schools over the next couple of years would be retained by them to encourage prudence. There would be scope for schools to apply for assistance should there be extraordinary circumstances.

Special Educational Needs

44. If the proposals are agreed, then the statements of all pupils transferring in September 2010 will require their annual review to take place from the Summer term 2009. Preparations will be made for this to happen. In addition, consideration is being given to the need to increase capacity in the secondary sector.

Workforce Strategy

45. The Workforce sub-group has developed three strands to support both headteachers and staff through the transition. A termly workforce planning survey will be collated from schools and Workforce Planning Briefings will be planned for the Spring and Summer terms. These will be supplemented by support for individual schools and a scheme called 'Springboard' will be launched for staff to express their interest in gaining posts for career progression.

DCSF Capital Funding

Building Schools for the Future

46. The DCSF invited local authorities to submit an Expression of Interest (EoI) for BSF funding. As part of the process to develop the EoI, criteria were developed and applied to identify the priority schools to receive funding. On the basis of the application of these criteria, the schools in Harrow are allocated to two groups:

Wave 1 Priority Project;
Wave 2 Follow-on Project.

Wave 1:
 Canons High School
 Harrow High School
 Rooks Heath College for Business
 and Enterprise
 Salvatorian College

Wave 2:
 Bentley Wood High School
 Hatch End High School
 Nower Hill High School
 Park High School
 Sacred Heart Language College
 Shaftesbury High School

47. The DCSF cost calculator generated a total of £84m for the Wave 1 project and £126m for Wave 2. The DCSF will announce the outcome of the Eol submissions in March 2009 and confirm when local authorities will receive funding.

Primary Capital Programme

48. The submission for the Primary Capital Programme made in June 2008, received category 1 approval. This approval means that the indicative allocations for 2009-10 and 2010-11 are confirmed. The schools that will receive funding were identified by the application of criteria developed with headteachers, chairs of governors and the SRG. The table below summarises the funding and schools for the first two years.

School	2009 - 10	2010 – 11
Marlborough First and Middle School	£1m	£1m
St Anselm’s RC Primary School	£750k	£750k
Elmgrove First School and Elmgrove Middle School	£700k	£800k
Roxbourne First School and Roxbourne Middle School	£700k	£800k
Stanburn First School and Stanburn Middle School	£250k	£920k
Weald First School and Weald Middle School		£1.5m
Total Funding	£3.4m	£5.77m

Effect on Standards and School Improvement

49. The consultation proposals set out a range of reasons why Harrow Council decided to consult on school reorganisation proposals. These include:
- the duty to promote high standards, fair access to educational opportunity and the fulfilment of every child’s potential.
 - improving learning and teaching for pupils and staff through changing school organisation in line with the national curriculum key stages.
 - addressing pupil mobility issues of a loss of approximately 26% of pupils at the end of Year 6 to neighbouring boroughs.
 - ensuring Harrow maintains and improves on its high education achievement and responds to future changes in its demographic profile.
50. Decision makers must have regard to statutory and non-statutory guidance issued by the Secretary of State when making decisions on proposals. The factors to be considered include: a system shaped by parents; standards; diversity; Every Child Matters; equal opportunities issues; need for places; funding; special educational needs; views of interested parties. Views of interested parties are one of the factors in the decision making process. However, all proposals should be considered on their individual merits and take account of all the relevant factors.

Implications of the Recommendations

Equalities Impact

51. An Equalities Impact Assessment has been undertaken and this will be reviewed throughout the project. A copy is at Annexe 3. There is no identified detrimental impact on any of the equality groups. Overall the alignment of Harrow community schools with the VA sector and neighbouring boroughs will enhance the equality of opportunity and choice for young people.

Legal comments

52. Section 14 of the Education Act 1996 is a general duty that requires local authorities to have regard to the need to secure primary and secondary education in separate schools.
53. The Education and Inspections Act 2006 provides a framework for consultation, publication and determination of statutory notices in respect of proposals for schools, including changing the age range. There are responsibilities for both local authorities and governing bodies within this legislation to bring forward proposals for changes to schools. Changes to admissions arrangements are also included in this legislation.
54. If the project proceeds school governing bodies will have access to legal advice under the terms of their Service Level Agreement (SLA) for Legal Services and for Human Resources and Development Services.

Financial Implications

55. The school reorganisation project is being managed currently within existing resources. It is expected in some areas that there will be pressures on resources, for example, managing four cohorts of admissions for September 2010 and supporting schools to restructure accordingly. In the formation of the implementation strategies, each of the workstream leads is developing the business case and is considering any additional resources that may be required. Current expectation is that additional costs would not be substantial and any additional costs would have to be contained within existing resources.
56. The School Finance workstream sub group is considering the revenue implications for schools. Any changes to the funding formula need to be agreed by the Schools' Forum and contained within the Dedicated Schools' Grant (DSG). Using indicative figures, the transitional protection model estimates the total cost of the protection model to be £360k for 2010/11 and £180k for 2011/12. This will be factored into the forward plan for the DSG budget. The school reorganisation is likely to trigger the statutory Minimum Funding Guarantee for some schools and a submission to the Secretary of State would be required to waive these requirements, which is a formality expected to be approved.
57. Capital funding will be available from a range of sources including Schools' Devolved Formula Capital, DCSF Modernisation Funding, the Primary Capital Programme and BSF.

Performance Issues

58. Delivering school reorganisation so that Harrow's schools are in line with the national agenda is Council Improvement Plan project IP7D and

contributes to a range of performance indicators, in particular the following from the new National Indicator Set. NI 72 – 109 ‘Enjoy and Achieve’ indicators covering Key Stage achievement and progression, narrowing the gap for lower performing and vulnerable groups, attendance, behaviour, special educational needs.

59. Whilst Harrow’s performance is currently above national and statistical neighbours’ averages at all Key Stages, Harrow’s targets, which are set annually for the DCSF, are highly challenging. The table below presents Harrow’s performance against its targets and the national averages.

Harrow's 2006-07 Results

KS1	Actual	Target	National
Reading L2+	84.7%	Not set	84%
Writing L2+	81.0%	Not set	80%
Maths L2+	90.5%	Not set	90%
Science L2+	88.2%	Not set	89%
KS2	Actual	Target	National
English L4+	82%	85%	80%
Maths L4+	79%	85%	77%
Science L4+	88%	Not set	88%
KS3	Actual	Target	National
English L5+	79%	82%	74%
Maths L5+	79%	80%	76%
Science L5+	75%	78%	73%
GCSE	Actual	Target	National
% 5+ A*-C	68.0%	67.5%	62.0%
% 5+ A*-C incl E&M	56.1%	Not set	46.8%

Risk Management Implications

60. There is a risk register for the school reorganisation project that is reviewed by the School Organisation Officer Group. It contains a high level risk for each of the workstreams and is subject to on-going review and development. A copy is provided at Annexe 4.

Section 3 - Statutory Officer Clearance

Name:	Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	18 December 2008		
Name:	Helen White	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	6 January 2009		

Section 4 – Performance Officer Clearance

Name:	David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Strategy and Improvement)
Date:	15 December 2008		

Section 5 - Contact Details and Background Papers

Contact: Johanna Morgan, Head of School Organisation Strategy
020 8736 6841

Background Papers:

- Paper 1 Cabinet Report on the Strategic Approach to School Organisation 19 June 2008
- Paper 2 Consultation document Proposals for Harrow Schools
- Paper 3 Report to the Schools Forum 18 December 2008
- Paper 4 DCSF School Organisation Unit guidance for decision makers
www.dcsf.gov.uk/schoolorg
- Paper 5 Consultation Responses (to view the consultation responses please access the Harrow Council website or contact Harrow Council on 020 8416 8733)

Proposals for School Reorganisation in Harrow

Consultation Responses and Analysis

Contents

1. Statutory consultation
 - 1.1 Background
 - 1.2 Consultation papers
 - 1.3 Consultation response form and proforma
 - 1.4 Consultation of school communities
 - 1.5 Public consultation meetings
 - 1.6 Children and Young People
 - 1.7 Interested parties
 2. Summary of views from consultation response forms
 3. Summary of comments from consultation response forms
 4. Summary of governing body responses
 5. Summary of public consultation meetings
 6. Summary of views from children and young people representatives
 7. Summary of views from interested parties
- Appendix 1 List of interested parties that were sent the consultation documents
- Appendix 2 High level reporting of views and comments

1. Statutory consultation

1.1 Background

1. At its meeting in October 2007, Cabinet agreed its Strategic Approach to School Organisation. As part of this strategic approach, Cabinet affirmed its commitment to implementing a change in the age of transfer from 12 years to 11 years of age. Cabinet also decided to establish a Stakeholder Reference Group (SRG) with representative membership drawn from elected members, headteachers, governors and unions.
2. In June 2008, Cabinet considered an update report and decided to undertake a statutory consultation on school reorganisation to change the ages of transfer and the age ranges in community schools in Harrow. The statutory consultation was held from 8 September until 5 December 2008. Four voluntary aided faith schools included their proposals for change in the consultation booklet, and their proposals are effectively to regularise the age range of their schools.

1.2 Consultation papers

3. A consultation booklet titled 'Proposals for Harrow Schools' was widely distributed. This booklet contained information about the overall proposals in a question and answer format, and listed the proposals for each individual school in Harrow. Also included was a map showing the location of Harrow schools, a list of key dates and events, and contact details for specific queries. The consultation booklet is available as background information or from the council website.
4. Over 33,000 consultation booklets and posters were distributed widely around Harrow. The schools distributed the consultation booklet to all parents of children attending

Harrow schools, members of staff and governors. Harrow Council wrote to a wide range of interested parties by letter and email, enclosing the consultation booklet and inviting responses. Information about the school reorganisation proposals and the consultation booklet were made available on the Harrow Council website. Two newsletters have been sent to all families of children in Harrow schools, staff and governors, and to a wide range of interested parties. The list of interested parties that were sent the consultation documents is attached as Appendix 1.

1.3 Consultation response form and proforma

5. A consultation response form was included in each booklet, and additional copies were sent to schools. Also, the response form was available on the Harrow Council website to download or to complete on-line.
6. The consultation response form contained two key questions, with space available for comments, and a number of further questions to establish the interest of the respondent for monitoring and reporting purposes, for example, parent, resident, school connection.
7. The two key questions asked on the consultation response forms were:
 - Do you agree with the proposals to change the ages of transfer in Harrow by creating Infant, Junior, Primary and Secondary Schools in September 2010?
 - Do you agree with the proposals for an individual school?For each of these two key questions the available responses were: 'Yes', 'No', 'Not Sure'. Space was made available under each question for respondents to add any comments. All comments have been transcribed in full, and have been made available to Cabinet and are publicly available on the council website.
8. High level reporting of the views expressed and the comments made by individual respondents on the consultation response form is given in Appendix 2. For ease of analysis and understanding, the comments have been grouped into themes and sub-themes.

1.4 Consultation of school communities

9. All school governing bodies have been asked to consider the consultation proposals and to give their views. High level reporting of the governing bodies' responses is given in Tables 6 and 7 in Appendix 2. All comments have been made available to Cabinet and are available to view as background information.
10. It was agreed by the Stakeholder Reference Group, which has representative membership of headteachers, governors, trade unions, elected members and council officers, that schools would hold open meetings and consult with their school communities.
11. A PowerPoint presentation was developed for use by schools at consultation meetings for parents, staff and governors. The presentation contained information about the proposals, with scope for additional information to be included for the school specific audience. There were extra slides that could be used which provided more detail on the SRG workstreams, and on issues such as the impacts on schools and resources. When requested by schools, council officers attended the open meetings to respond on any matters relevant to the council.

12. Proformas were sent to all schools to complete in order to evidence the consultation activity that was undertaken. The proformas asked schools to confirm that the consultation booklets were distributed, and the consultation activities undertaken with parents, staff, governors, and pupils. Schools were asked to attach any written evidence of the consultation activities undertaken. If Cabinet decides to publish statutory proposals, evidence of the consultation would be included in the complete proposals published for each school.

1.5 Public consultation meetings

13. The local authority held two public meetings at Harrow Civic Centre on 3 and 17 November 2008. These meetings were publicised in the consultation booklet, in the public posters, in the newsletters and on the council website. Nine individuals attended the public meetings.

14. At the 17 November meeting, an officer gave a presentation about the proposals, and facilitated a table discussion with the assistance of other officers. The seven parents that attended this meeting have children that are pupils at Priestmead First and Priestmead Middle schools. There was also a reporter from the Harrow Observer present. A record of the discussion has been made available to Cabinet and is available to view as background information.

1.6 Children and young people

15. The views of children and young people have been sought through a variety of means, including consultations within schools, individual response forms and the Harrowkidz website. Additionally officers have attended meetings of representative groups of pupils and young people, at Harrow Youth Council and the High School and Middle School Students' Advisory Groups, and have facilitated exercises to obtain the views of children and young people.

1.7 Interested parties

16. Harrow Council wrote to a wide range of interested parties by letter and email, enclosing the consultation booklet and inviting responses. In accordance with the DCSF School Organisation Unit guidance the information was sent to all interested parties, including: neighbouring local authorities; diocesan authorities; local MPs and elected members; voluntary and community organisations; and Harrow Youth Council. Information about the school reorganisation proposals and the consultation booklet were made available on the Harrow Council website.

2. Summary of views from consultation response forms

17. 686 response forms were received from individual respondents, the majority of whom are parents of children attending Harrow schools. The views, comments and information received from hand written response forms were entered onto the electronic system to enable high level reporting and to ensure transcripts of all the comments received are available to Cabinet.

18. Views expressed about the first consultation question: **Do you agree with the proposals to change the ages of transfer in Harrow by creating Infant, Junior, Primary and Secondary Schools in September 2010?**

Yes	No	Not Sure
54.8%	30.0%	15.2%

19. Views expressed about the second consultation question: **Do you agree with the proposals for an individual school?**

Not all individual respondents expressed a view about a specified school. Some respondents specified more than one school when expressing their view. The percentages of views given by individuals when making comments about individual schools are as follows:

First schools

Yes	No	Not Sure
45%	39%	16%

Middle schools

Yes	No	Not Sure
56%	31%	13%

Combined schools

Yes	No	Not Sure
58%	15%	27%

High schools

Yes	No	Not Sure
61%	27%	12%

All comments have been made available to Cabinet and are available to view as background information.

3. Summary of comments from individual consultation response forms

20. Many comments were made by respondents on the individual consultation response forms. These comments have been transcribed in full, and have been made available to Cabinet.

21. To assist analysis and decision making, the comments have been grouped into eight main theme areas, with twenty-eight sub-theme areas. The theme areas have been identified by officers reading all the comments and grouping those comments that have a common theme. These theme areas contain all the comments made by respondents who are agreeing, disagreeing and not sure about the proposals. High level analysis of these themes is given in Appendix 2.

22. The following paragraphs contain some commentary about the eight main theme areas: School Organisation; Educational; Pupils; Staffing; Implementation in September 2010 logistics/transition issues; Finance/Resources; Buildings; Admissions.

School Organisation

23. Those in agreement and disagreement made a similar number of general comments in support or in opposition to the proposals. The most numerically significant theme of those in opposition to the proposals was about not changing an already successful system of school organisation. The most numerically significant theme of those in support of the proposals was about bringing Harrow schools' organisation in line with the neighbouring areas.

Educational

24. The comments made by those in support of the proposals were about the benefit of aligning the school structure with the national curriculum key stages, and resolving what is viewed as a wasted year in Year 7 in the primary sector. Comments made by those in opposition to the proposals were mostly that the proposals would not benefit the children and would not improve educational standards.

Pupils

25. Most of the comments made within this theme were made by those in opposition to the proposals, or not sure, stating the benefits to pupils of the extra year in middle school causing them to be more mature and better able to cope with the transition.

Staffing

26. Most of the comments made within this theme, irrespective of the overall view about the proposals, stated concerns about possible impacts on job security, teacher movement, and whether the high schools would be ready to teach Year 7.

Implementation in September 2010 logistics/transition issues

27. Most of the comments made within this theme, irrespective of the overall view about the proposals, stated concerns about the management of two sets of year groups transferring during the first year, and emphasised the need for adequate planning to minimise the impact on pupils and staff.

Finance/Resources

28. Most of the comments made within this theme, irrespective of the overall view about the proposals, stated concerns about the impact on the budgets of first and middle schools and queried whether there would be sufficient facilities and resources for the schools. Comments were made that the change would be a waste of resources, and about the need for funding during the transition to help schools.

Buildings

29. Most of the comments made within this theme, irrespective of the overall view about the proposals, stated concerns about the size of the high schools and overcrowding, and emphasised the need for planning for adequate facilities to be in place.

Admissions

30. A number of comments were made about choice, with those in opposition expressing concern about reduced options for transfer to neighbouring authorities. Those in support identified increased choice. Comments were made about distance, links and sibling criteria.

4. Summary of governing body responses

31. All school governing bodies were asked to consider the consultation proposals and to give their views. Of the governing body responses received:

Agreed	Disagreed	Not Sure
66%	20%	14%

32. Ten governing bodies stated disagreement with the proposals. Four are first schools, four are middle schools, and two are special schools. The governing bodies of six of the

first and middle schools gave joint reasons, as did the two special schools. The key reasons given by the governing bodies are summarised below:

School	Reasons given
Alexandra	Alexandra and Shaftesbury propose that both schools would run Year 7 classes, with the expectation that children at Alexandra would stay on for Year 7 at Alexandra, and young people moving from mainstream school to special school at the end of Year 6 would have Year 7 at Shaftesbury.
Elmgrove First	<p>Parents think this is a done deal, and many parents do not understand the proposals.</p> <p>To change the system would create turmoil for the next few years.</p> <p>The issue of losing children at Year 6 has not been sufficiently tested as having 6th forms in the high schools is very new.</p> <p>Maturity of children moving school at 12 rather than 11.</p> <p>There is a lack of proper preparation.</p> <p>It is unclear what the benefits are for the children.</p> <p>Parents and children will feel very unsettled.</p> <p>Harrow does not get a dip in achievement in Year 7 (which happens when Year 7 is in the secondary sector).</p> <p>Middle Schools are not expected to get any compensation for the loss of funding between Year 7 and Year 3, which for Elmgrove MS would be £90k.</p>
Elmgrove Middle	As above
Grange First	<p>Governors believe that the proposed changes to the age of transfer will have a negative impact on the quality of education delivered in the two schools and were unable to support that proposal.</p> <p>Governors of both schools recognised there would be financial implication with reduced income as rolls decreased and fixed costs for premises in particular remained the same. This would be particularly hard for the first school with the reduction in PAN and loss of a whole year group.</p> <p>The threat and/or the perceived threat to jobs will cause uncertainty for staff who may choose not to wait to see if their job at Grange still exists.</p>
Grange Middle	As above
Stanburn First	<p>If the proposals are agreed by Cabinet:</p> <ul style="list-style-type: none"> • either the provision of a fourth class in each year group (this case should be unchallenged given the high standard of education delivered regardless of levels of ability on entrance) • or the provision of a three class Nursery School with a total cohort of at least ninety children (.this case should be unchallenged given the inadequate provision in the immediate vicinity and the support from parents and local community for a Nursery) <p>Thus in both cases replacing the pupils and thereby the funding lost due to the move of Year 3 to a proposed Junior School.</p>

School	Reasons given
Weald First	<p>Principal items discussed:</p> <ul style="list-style-type: none"> • the question of the future financial stability of the school if the proposals are implemented • the educational benefit to the children of moving at a different age • the lack of suitable teaching posts for those staff that are displaced by the proposals <p>The Governors remained largely unconvinced of the merit of the positive statements that had been made by Harrow Council. The majority of the Governors were clearly of the view that we are unhappy with the current form of the Council's proposals.</p>
Weald Middle	As above
Welldon Park Middle	<p>Our principal concern is with the impact which the proposed changes would have on the budget of the Middle School and with the consequent negative impact on provision for pupils. An almost 40% per pupil reduction in funding for one year group, despite staffing and other costs remaining the same, which will impact on all our pupils.</p> <p>Also concern over the impact on the First School of a relative reduction in per pupil provision since many of the fixed costs will be as high for a proposed reduced roll. This could become an issue for both Governing Bodies in the light of Harrow Council's current amalgamation policy.</p>
Shaftesbury	<p>There would be a significant increase in pupil numbers at Shaftesbury, possibly as many as 40 pupils. The school broadly supports the proposal of a base for Behavioural, Emotional and Social Difficulties (BESD) pupils and a collaborative 6th Form provision as options that would assist with increased numbers. However the school wishes:</p> <ul style="list-style-type: none"> • a flexibility of admissions for pupils from Alexandra School • to continue to retain the current ethos • all pupils to feel part of the school and their needs are appropriately met • recreational and catering arrangements will need to be reviewed • appropriate staff development opportunities are offered • the curriculum offer and class organisation is reviewed, and all subjects are taught in appropriate rooms • the 6th Form remains an integral component of the school • the use of Whittlesea Life Skills Lodge is reviewed • consideration is given to rebuilding the school hall as a two storey building

5. Summary of public consultation meetings

33. Attendance at the public meetings was very low. One person attended the meeting on 3 November, and eight attended the meeting on 17 November 2008.

34. Views from the attenders about the proposals were not formally taken, and attenders were encouraged to complete individual response forms. The issues raised by attenders, and the responses given by officers, were recorded and have been made available to Cabinet.

6. Summary of views from children and young people representatives

Source	Yes	No	Not Sure
Harrow Youth Council	2 small groups	1 small group	0
High School Student Advisory Group	2 small groups	0	0
Middle School Student Advisory Group	4 small groups 50% by show of hands	1 small group 50% by show of hands	1 small group

35. The majority of views of the children and young people at the representative forums have been in favour of the proposals, and they have raised a number of issues and concerns for further consideration. The forums had small group discussions of three questions:

- Do you agree with the proposals to change the ages of transfer in Harrow by creating Infant, Junior, Primary and Secondary Schools in September 2010, and do you have any comments?
- If the proposals are agreed, what suggestions do you have to ensure that pupils and young people in Harrow are kept informed during the process?
- If the proposals are implemented, what are the priorities for pupils and young people to be in place on 1 September 2010?

The responses and comments have been transcribed and made available to Cabinet and are available to view as background information.

36. Harrow Youth Council held discussions about the consultation proposals at meetings on 24 September and 29 October 2008. Two of the small groups stated agreement with the proposals, and one small group stated disagreement. Comments in favour of the proposals included: it will be easier for children to learn because they can start Key Stage 3 work; it's about time; won't lose children to other boroughs. Comments in disagreement with the proposals included: lack of space in high schools; people come to Harrow just for the difference; too much hassle, and will disrupt learning.

37. The High Schools Students' Advisory Group held discussions about the consultation proposals at meetings on 15 September and 20 October 2008. Two groups of young people were formed for the small group exercise to consider the questions, and an adult group was formed to draw on the views of the adults present. All three groups stated agreement with the proposals. Comments in agreement with the proposals included: the proposals are more positive for the curriculum; positive use could be made of the extra space created in primary schools. Concerns were stated about: more space and resources would be needed at the high schools; the effect of current and future building work on the schools e.g. on exams.

38. The Middle Schools Students' Advisory Group held discussion about the consultation proposals at their meeting on 7 November 2008. Six groups of young people were formed for the small group exercise to consider the questions. Via an initial show of hands, those agreeing and disagreeing with the proposals were evenly split. On the written sheets, four groups ticked that they agreed. One group ticked that they disagreed. The remaining group did not tick either way, and the comments on their sheet were split evenly for and against. Comments in agreement with the proposals

included: more appropriate equipment for Year 7 at high schools; would help students mature more quickly; it would make the teaching flow better. Comments in disagreement with the proposals included: it would make the high schools more crowded; because you wouldn't be prepared for high school; because how are the younger ones going to learn from the older ones.

39. The children and young people at these forums made many useful responses to the other two questions. These responses have been fully recorded and will be considered further if Cabinet decides to implement the proposals.

7. Summary of views from interested parties

40. No written responses have been received from neighbouring local authorities, diocesan authorities, local MPs and elected members.

41. A number of responses, including letters and emails from individuals and responses from pupils, have been received separately from the consultation response forms. High level reports of the views expressed are given in Appendix 2. These responses have been made available to Cabinet and are available to view as background information.

42. A report was considered by the Education Consultative Forum at its meeting on 30 June 2008. Questions were invited, and the forum was asked to consider how it could engage with the process as a representative group and to comment on how stakeholders could be reached effectively. Members requested that they be provided with termly reports to ensure that they remain fully aware of the progress of the project, and recommended that regular communications be made available to all members of the Forum.

43. Presentations have been made to Directors and Headteachers meeting and the Early Years Forum. A report was considered by the Employees' Consultative Forum at its meeting on 11 December 2008.

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School Reorganisation Statutory Consultation

Consultation list

The writing in bold type is taken from the DCSF School Organisation Unit Guidance for Local Authorities and Governing Bodies.

The ordinary type lists the actions identified to be undertaken.

[Blue type denotes actions completed and date.](#)

The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) require proposers to consult the following interested parties:

1. the governing body of any school which is the subject of proposals (if the LA are publishing proposals)

Write to: Headteachers and Chairs of Governors of Harrow primary sector schools:

i.e. All community first, middle and combined first & middle schools in Harrow, including special schools

Headteachers and Chairs of Governors of Harrow secondary sector schools:

i.e. All community high schools in Harrow, including special schools

In the letters ask the schools to organise opportunities for parents, staff and governors to meet and discuss the proposals during the Autumn Term 2008. This could be part of planned meetings such as annual governors' meetings or open evenings etc. Also, ask the schools to consult their pupils through established mechanisms, for example, the school council.

Request a formal collective response to the consultation from the school, as well as asking them to encourage individuals to respond.

[Letters sent to Heads and Chairs of all Harrow schools on 5/9](#)

Provide a proforma at the beginning of the Autumn Term 2008 for the school to complete after half-term indicating the activities that have been undertaken. [Sent November.](#)

2. the LA that maintains the school (if the governing body is publishing the proposals)

Advise the Harrow VA schools that are publishing proposals to write to Harrow Council.

[Letters sent November.](#)

3. families of pupils, teachers and other staff at the school

As point 1 - ask the schools to organise opportunities for parents, staff (teaching and non-teaching) and governors to meet and discuss the proposals during the Autumn Term. This could be part of planned meetings such as annual governors' meetings or open evenings, etc. Also, ask the schools to consult their pupils through established mechanisms, for example, the school council. [In the letters sent to Heads and Chairs on 5/9](#)

4. any LA likely to be affected by the proposals, including neighbouring authorities where there may be significant cross-border movement of pupils

Write to: Director of Education of:

Barnet, Brent, Ealing, Hertfordshire, Hillingdon

Enclose the consultation booklet. [Letter A sent and enclosed the consultation booklet 12/9](#)

In the letter ask the directors to forward the letter to any schools in their area that they consider may be affected by the proposals, and for those schools to consider how to engage with their parents and staff as they think appropriate. [Included in the letters.](#)

5. the governing bodies, teachers and other staff of any other school that may be affected

Write to: Headteachers and Chairs of Governors of:

All VA primary schools and Roman Catholic high schools

[Letters sent to Heads and Chairs of all Harrow schools on 5/9](#)

All private sector schools in Harrow

[Letter D sent to all private schools, and enclose the consultation booklet 12/9](#)

In the letters invite the schools to consider how they can best engage with their staff and parents, for example, through meetings or other means as appropriate. [Included in letters.](#)

6. families of any pupils at any other school who may be affected by the proposals including where appropriate families of pupils at feeder primary schools

Letters sent under points 1, 4 and 5 will ask schools to consider how to engage with their parents and staff as they think appropriate. [Included in the letters under points 1, 4 and 5.](#)

7. any trade unions who represent staff at the school; and representatives of any trade union of any other staff at schools who may be affected by the proposals

Write to: NUT; Unison; ATL; NAHT; NASUWT; GMB

Enclose the consultation booklet. [Letter C sent, and enclosed the consultation booklet 16/9](#)

Discuss at Adults and Children Services Joint Committee.

Discuss at:	Employee Consultative Forum on 29 October 2008	Lesley	Done 12/12
	Children's Services Departmental Joint Committee		Done
	Corporate Joint Committee		Done 28/10

8. (if proposals involve, or are likely to affect a school which has a particular religious character) the appropriate diocesan authorities or the relevant faith group in relation to the school

Write to:	Archdiocese of Westminster	(Roman Catholic)
	Society of the Divine Saviour	(Salvatorian Fathers)
	London Diocesan Board	(Church of England)
	United Synagogue	(Jewish)
	I-Foundation	(Hindu)

Enclose the consultation booklet. [Letter B sent, and enclosed the consultation booklet 12/9](#)

9. the trustees of the school (if any)

Not applicable.

10. (if the proposals affect the provision of full-time 14-19 education) the Learning and Skills Council (LSC)

Write to: London West Learning and Skills Council
London North Learning and Skills Council
Learning and Skills Council Hertfordshire

Enclose the consultation booklet. [Letter C sent, and enclosed the consultation booklet 12/9](#)

11. MPs whose constituencies include the schools that are the subject of the proposals or whose constituents are likely to be affected by the proposals

Write to: All MPs in Harrow, Barnet, Brent, Ealing, Hertfordshire, Hillingdon

[Letter C sent, and enclosed the consultation booklet 15/9 \(Harrow 12/9\)](#)

12. the local district or parish council where the school or proposed school that is the subject of the proposals is situated

Not applicable.

13. any other interested party, for example, the Early Years Development and Childcare Partnership (if one exists), or any local partnership or group that exists in place of an EYDCP (where proposals affect early years and/or childcare provision), or those who benefit from a contractual arrangement giving them the use of the premises

Write to: Harrow Early Years Development and Childcare Partnership

All pre-school providers [Letter sent 24/9](#)

[Presentation given to Early Years Forum on 20/10 and booklets distributed.](#)

All Children's Centres

[Letter E sent, and enclosed the consultation booklet and poster](#)

14. such other persons as appear to the proposers to be appropriate

Post the consultation on the Harrow website and the intranet. [Information posted](#)

Write to: All Harrow elected Members [12/9](#)

Harrow College [12/9](#)

St Dominic's College [12/9](#)

Stanmore College [12/9](#)

Libraries [poster and 20 copies to 11 libraries 18/9](#)

Leisure Centre [poster and 10 copies 18/9](#)

Art Centre [poster and 10 copies 18/9](#)

Pinner Road Children's Service [poster and 30 copies 18/9](#)

Alexandra Avenue [poster and 30 copies 18/9](#)

Corporate Leadership Group (all corporate directors and directors) [email 16/9](#)

Children's Services Management Team [email via Director's PA 16/9](#)

Achievement & Inclusion Service (School Improvement Partners) [email 16/9](#)

Teacher Centre Reception [20 copies sent 12/9](#)

Harrow Council for Racial Equality [12/9](#)

Northwick Park Children's Service [poster and 5 copies sent 18/9](#)

Harrow Family Learning Network [12/9](#)

Faith in Community [12/9](#)

Harrow Association for the Disabled [12/9](#)

Harrow Association of Voluntary Services [12/9](#)

Harrow Refugee Forum [12/9](#)

Harrow Mencap [12/9](#)

Enclose the consultation booklet. [Letter C sent, and enclosed the consultation booklet](#)

Write to: Harrow PCT, North West London Hospitals NHS Trust, Central and North West London (CNWL) NHS Foundation Trust, Royal National Orthopaedic Hospital NHS Trust, Harrow CAMHS

Enclose the consultation booklet. [Sent 30/9.](#)

Email to all community and voluntary organisations in Harrow using Policy & Partnership group email list of 200+ organisations. [Letter C emailed + pdf of consultation booklet 30/9.](#)

Posters in community locations (including 40 Surgeries and 5 Clinics via PCT). See separate distribution list. [Sent letter 1, and enclosed the poster 19/9.](#)

Presentation on screen in Access Harrow and posters and consultation booklets available. [Posters and consultation booklets provide 63 presentation not appropriate format for screen.](#)

Public Meetings 3 and 17 November – have consultation booklets available. [Done](#).

Article about the consultation in September ([Done](#)) and November publications of Harrow People, which goes to every Harrow household. [Done](#)

Newsletter in October to remind about consultation period and promote public meetings. [Done](#)

Under Section 176 of the Education Act 2002 LAs and governing bodies are also under a duty to consult pupils on any proposed changes to local school organisation that may affect them

Ask the schools to consult their pupils through established mechanisms, for example the school councils (see point 1).

Write to: Harrow Youth Council [Attended meeting 24/9](#).

High School Student Advisory Group [Attended meeting 15/9](#)

[distributed consultation booklet](#) [Attended further meeting 20/10](#)

Middle School Student Advisory Group [Attended meeting on 7/11](#)

Young Voices Group

Enclose the consultation booklet. [Letter C sent, and enclosed the consultation booklet](#)

Chris Melly 5 January 2009

Appendix 2 Annexe 1

Proposals for School Reorganisation in Harrow

Consultation Responses and Analysis

High Level Reporting of Views

Contents

1. Introductory comments
2. Consultation response form
3. Key themes
4. Governing bodies
5. Interested party responses

1. Introductory comments

1. Over 30,000 response forms were distributed in the consultation booklets to parents of children attending Harrow schools, and to a wide range of interested parties. There was also publicity about the consultation given through posters, Harrow People, newsletters and Harrow Council website.
2. The response rate for a consultation of this size is low, and the numbers contained in this analysis number fewer than 1,000 responses. It is difficult to give a definitive reason for the low response rate, though the following possibilities are suggested by comments on responses and anecdotal comments:
 - A view that this is a 'done deal' and therefore there is no point responding
 - General support for the proposals leading to a low response rate
 - Not responding to this consultation because view has been expressed previously
3. The low response rate could be for a range of reasons and is not believed to reflect on the consultation process. The view of officers is that the low response rate reflects general support among Harrow's community for the proposals. This view draws on:
 - Support for change in the ages of transfer in the school organisation debate and consultation of 2002/3.
 - Support from representatives of key stakeholder groups on the Stakeholder Reference Group

2. Consultation response form

4. A consultation response form was included in each consultation booklet and also was available on the Harrow Council website to download or complete online. Additional copies were sent to schools. This high level analysis is of those who identified themselves as individual respondents (i.e. pupil, parent/carer, school governor or employee at a Harrow school). High level analysis of those who identified themselves as representing an organisation or governing body is given in the interested party responses section below.

5. The high level analysis needs to be considered in light of the following caveats:
- It is evident from paper copies received and from comments on response forms that some individuals have completed more than one response form. This would usually be because a parent has more than one child attending a Harrow school(s). Sometimes a parent has completed both an electronic and a paper form. All these responses are counted in this analysis because there was no means of identifying all multiple responses (e.g. those completed on-line).
 - It is apparent that some respondents experienced difficulty with completion of the response form. For example, some respondents expressed different views in the two consultation questions, without the reasons for this being consistent or apparent from the comments entered. Also there may have been confusion experienced by some in completing the form electronically, or leaving the on-line facility before completion of all fields.
 - For high level reporting purposes, a view has had to be taken at times about the status of the individual respondent. This has been necessary because of difficulty interpreting some handwritten individual responses, and because of difficulty inputting multiple status on to the electronic system. Where more than one role is entered, the priority order used for entering status has been parent/carer, pupil, governor, employee.
 - If an individual respondent has named a primary sector school, but not specified whether it is the first or middle school, then both schools have been entered.
 - Comments have been produced as written, and not corrected for grammar or spelling.

Do you agree with the proposals to change the ages of transfer in Harrow by creating Infant, Junior, Primary and Secondary Schools in September 2010?

Table 1

Total	Yes	No	Not Sure
686	376 (54.8%)	206 (30.0%)	104 (15.2%)

Status of individual respondents as declared on consultation response forms

Table 2

Status	Totals	Agree	Disagree	Not Sure
Pupil	17	9	6	2
Parent	595	327	178	90
Governor	18	13	4	1
Employee	44	24	10	10
Not specified	12	3	8	1
Totals	686	376	206	104

Self declaration by respondents on consultation response forms

Table 3

Total	White	Mixed	Black or Black British	Asian or Asian British	Chinese or Other Ethnic Group	Not declared
686	260	22	66	277	20	41

13 of the respondents self declared that they are registered disabled.

Do you agree with the proposals for an individual school?

Notes: The table below shows the numbers of views made about specified schools. The figures are shown by the phase of the school specified.

Not all respondents stated views about individual schools.

The totals do not match the number of respondents because some respondents specified more than one school when giving views. Figures have been entered for the numbers of views made about specified schools, and also where views were given but no school specified.

The responses and comments have been transcribed and made available to Cabinet and are available to view as background information.

Table 4

	Totals	Agree		Disagree		Not Sure	
First school	166	75	45%	65	39%	26	16%
Middle school	148	83	56%	46	31%	19	13%
Combined school	95	55	58%	14	15%	26	27%
High school	77	47	61%	21	27%	9	12%
No school specified	25	10	40%	9	36%	6	24%

3. Key themes from analysis of consultation responses

6. The following tables show the count of comments grouped into eight main theme areas, with twenty-eight sub-theme areas. These theme areas contain all the comments made by respondents who are agreeing, disagreeing and not sure about the proposals.

Table 5

Theme	Agree	Disagree	Not sure	Total
School Organisation				
General comments	21	25	4	50
Unique and successful	0	39	6	45
Alternative suggestions for school organisation	4	8	1	13
Amalgamation	2	1	2	5
In line with other LA school organisation	38	1	5	44
Timing	13	6	1	20
Total number of comments	78	80	19	177

Appendix 2 Annexe 1 of Cabinet Report dated 15 January 2009
Proposals for School Reorganisation in Harrow

Theme				
Educational	Agree	Disagree	Not sure	Total
Curriculum – including Year 7	11	4	1	16
Benefits/ Best interests	2	12	3	17
Continuity including key stage alignment	15	1	1	17
Total number of comments	28	17	5	50
Pupils				
	Agree	Disagree	Not Sure	Total
Maturity	6	37	9	52
Age range	0	2	1	3
Special needs	1	2	0	3
Total number of comments	7	41	10	58
Staffing				
	Agree	Disagree	Not sure	Total
General staffing	3	6	7	16
High School staffing	1	6	2	9
First School staffing	2	2	3	7
Middle School staffing	1	1	1	3
Headteacher	1	0	0	1
Total number of comments	8	15	13	36
Implementation in September 2010				
Logistics/Transition Issues	Agree	Disagree	Not sure	Total
Management of two year groups transferring during the first year	6	9	7	22
Planning for transition	5	6	6	17
Total number of comments	11	15	13	39

Appendix 2 Annexe 1 of Cabinet Report dated 15 January 2009
Proposals for School Reorganisation in Harrow

Theme				
Finance/Resources	Agree	Disagree	Not sure	Total
Revenue	6	9	5	20
Capital	2	5	0	7
Transition period	4	8	1	13
Total number of comments	12	22	6	40
Buildings				
	Agree	Disagree	Not sure	Total
Temporary Accommodation	2	5	1	8
School size	6	8	1	15
Crowding on high school sites	3	8	3	14
Availability/access to playground/outside space on high school sites	1	2	0	3
Total number of comments	12	23	5	40
Admissions				
	Agree	Disagree	Not sure	Total
Choice	3	6	0	9
Admission arrangements	4	0	4	8
Total number of comments	7	6	4	17

4. Governing bodies

7. All school governing bodies were asked to consider the consultation proposals and to give their views. Responses were received from 50 of the 68 governing bodies about the overall proposals to change the ages of transfer in Harrow. The responses are as follows:

Table 6

Total schools	Agree	Disagree	Not Sure	No view expressed
68	33 (48.5%)	10 (14.5%)	7 (10.3%)	18 (26.7%)

Table 7

	Agree	Disagree	Not Sure
Percentage of responses received	66%	20%	14%

5. Interested party responses

8. A number of responses to the consultation were received that have not been analysed with the consultation response forms. The reasons for this include:
- a. response from an organisation;
 - b. responses received by email or letter.
 - c. responses on forms that represented views of more than one person;
 - d. Harrowkidz website (that used different wording for the consultation questions asked).

a. Response from an organisation

9. A letter from the Paediatric Therapy Services supported the changes. An on-line response stated to be from Harrow Association of Disabled People did not state a view but gave the comment: *The proposals are basically positive. I have some concerns about the situation for Shaftesbury High – is it excluded because it already takes that age group? It is important that it is in line with all the other schools, as the transition process is already very difficult for disabled children.*

b. Responses received by email or letter

10. 35 letters and emails were received from persons associated with five schools: Alexandra and Shaftesbury (6); Cannon Lane (27); Grange (1); Pinner Park (1). 29 of these responses were from persons identifying themselves as parents.

Table 8

Question	Totals	Agree	Disagree	Not Sure	No view expressed
Proposals for all Harrow schools	35	2	29	4	0
Proposals for an individual school	35	0	28	4	3

The responses and comments have been made available to Cabinet and are available to view as background information.

11. 136 letters by pupils of Stanburn First School were sent to Heather Clements, Director of Schools and Children’s Development, and were received on 17 December 2008. The main themes were:
- keep the school the same, and not to be one big school
 - become Stanburn Infant School and:
 - make a Nursery out of Year 3 classrooms, for brothers, sisters and friends to be able to come
 - more children to come to the school, and have another class in each Year
 - have more teachers, and keep two headteachers.

c. Responses on forms that represented views of more than one person

12. There were five responses from Cedars Manor year groups/classes that contained figures about views.
- one group agreed with the proposals, and another group mainly agreed
 - two groups disagreed with the proposals, and another group mainly disagreed

d. Harrowkidz website

13. Harrowkidz website posed two questions about the consultation on its website.

Q1 Do you agree with the changes to the age when you move into Middle and Secondary Schools?

- 12 responses were posted
- Two agree
- Seven disagree (though two respondents appear to have repeated their answer)
- Three appear to disagree, though do not state this directly

Q2 Do you agree to the changes that may happen at your school?

- 2 responses were posted
- Both agree

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Statutory Proposals for Separate First Schools

The statutory proposals are to lower the upper age limit for the first schools and establish infant schools. The individual school proposals are outlined as follows:

Cannon Lane First School

- Cannon Lane First School becomes Cannon Lane Infant School, a three-form entry school for children aged 5 – 7.
- The Infant School would have a planned admission number of 90 per year and capacity 270 pupils.

Elmgrove First School

- Elmgrove First School becomes Elmgrove Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 82 per year and a total of 246 pupils, plus nursery.
- The School will continue to have specialist provision for children with physical impairment.

Grange First School

- Grange First School becomes Grange Infant School, a two-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 60 per year and capacity for 180 pupils, plus nursery.

Kenmore Park First School

- Kenmore Park First School becomes Kenmore Park Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Longfield First School

- Longfield First School becomes Longfield Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Pinner Park First School

- Pinner Park First School becomes Pinner Park Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Priestmead First School

- Priestmead First School becomes Priestmead Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.
- The Infant School will have a shared Special Educational Needs base with Priestmead Junior School for children with autistic spectrum disorders.

Roxbourne First School

- Roxbourne First School becomes Roxbourne Infant School, a three-form entry school for children aged 5 – 7.

- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils.

Roxeth Manor First School

- Roxeth Manor First School becomes Roxeth Manor Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Note: Cabinet are considering statutory proposals to combine Roxeth Manor First School and Roxeth Manor Middle School at their meeting on 15 January 2009. If Cabinet agrees the statutory proposals that will effect the combining of the schools, this proposal will not be applicable and reference should be made to Annexe 2iii.

Stag Lane First School

- Stag Lane First School becomes Stag Lane Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Stanburn First School

- Stanburn First School becomes Stanburn Infant School, a three-form entry school for children aged 5 – 7.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils.

Weald First School

- Weald First School becomes Weald Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Welldon Park First School

- Welldon Park First School becomes Welldon Park Infant School, a two-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 60 per year and capacity for 180 pupils, plus nursery.
- The School will continue to have specialist provision for children with specific language impairment.

Whitchurch First School

- Whitchurch First School becomes Whitchurch Infant School, a three-form entry school for children aged 5 – 7, plus nursery.
- The Infant School would have a planned admission number of 90 per year and capacity for 270 pupils, plus nursery.

Statutory Proposals for Middle Schools

The statutory proposals are to lower the lower age limit and lower the upper age limit for the middle schools. This will establish junior schools. The individual school proposals are outlined as follows:

Cannon Lane Middle School

- Cannon Lane Middle School becomes Cannon Lane Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Elmgrove Middle School

- Elmgrove Middle School becomes Elmgrove Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 82 per year and capacity for 328 pupils.
- The Junior School will continue to have specialist provision for children with physical impairment.

Grange Middle School

- Grange Middle School becomes Grange Junior School, a two-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 60 per year and capacity for 240 pupils.

Kenmore Park Middle School

- Kenmore Park Middle School becomes Kenmore Park Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Longfield Middle School

- Longfield Middle School becomes Longfield Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Pinner Park Middle School

- Pinner Park Middle School becomes Pinner Park Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Priestmead Middle School

- Priestmead Middle School becomes Priestmead Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year (a reduction of three from the current 93) and capacity for 360 pupils.
- The School will have a shared Special Educational Needs base with Priestmead Infant School for children with autistic spectrum disorders.

Roxbourne Middle School

- Roxbourne Middle School becomes Roxbourne Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Roxeth Manor Middle School

- Roxeth Manor Middle School becomes Roxeth Manor Junior School, a three-form entry school for children aged 7– 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Note: Cabinet are considering statutory proposals to combine Roxeth Manor First School and Roxeth Manor Middle School at their meeting on 15 January 2009. If Cabinet agrees the statutory proposals that will effect the combining of the schools, this proposal will not be applicable and reference should be made to Annexe 2iii.

Stag Lane Middle School

- Stag Lane Middle School becomes Stag Lane Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Stanburn Middle School

- Stanburn Middle School becomes Stanburn Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Weald Middle School

- Weald Middle School becomes Weald Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Welldon Park Middle School

- Welldon Park Middle School becomes Welldon Park Junior School, a two-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 60 per year and capacity for 240 pupils.

Whitchurch Middle School

- Whitchurch Middle School becomes Whitchurch Junior School, a three-form entry school for children aged 7 – 11.
- The Junior School would have a planned admission number of 90 per year and capacity for 360 pupils.

Statutory Proposals for Combined First and Middle Schools

The statutory proposals are to lower the upper age limit for combined first and middle schools. This will establish primary schools. Proposals for four voluntary aided schools are also included, these are in italics. The individual school proposals are outlined as follows:

Alexandra School

- Alexandra School becomes a primary school for children aged 3 – 11 with special educational needs, plus nursery
- No change is proposed to the type of provision provided at Alexandra School

Aylward First and Middle School

- It is proposed that Aylward First and Middle School becomes Aylward Primary School, a two-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.
- The School will have a Special Educational Needs base for children with autistic spectrum disorders.

Belmont First and Belmont Middle School

- Belmont First and Middle School becomes Belmont Primary School, a two-form entry primary school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.

Cedars Manor School

- Cedars Manor School becomes a two-form entry primary school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.
- The School will continue to have specialist provision for children with hearing impairment.

Earlsmead First and Middle School

- Earlsmead First and Middle School becomes Earlsmead Primary School, a two-form school for children aged 5 – 11.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils.

Glebe First and Middle School

- Glebe First and Middle School becomes Glebe Primary School, a two-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year (an increase of eight from the current 52) and capacity for 420 pupils, plus nursery.

Grimsdyke First and Middle School

- Grimsdyke First and Middle School becomes Grimsdyke Primary School, a two-form entry school for children aged 5 – 11.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils.

Krishna-Avanti Hindu Primary School

- *The Governing Body will publish notices that will effect that Krishna-Avanti Hindu School becomes a one-form entry school for children aged 5 – 11 plus nursery, with a planned admission number of 30 per year and capacity for 210 pupils, plus nursery.*

Little Stanmore First and Middle School

- Little Stanmore First and Middle School becomes Little Stanmore Primary School, a one-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 30 per year and capacity for 210 pupils, plus nursery.

Marlborough First and Middle School

- Marlborough First and Middle School becomes Marlborough Primary School, a two-form entry school for children aged 5 – 11.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils.

Newton Farm First and Middle School

- Newton Farm First and Middle School becomes Newton Farm Primary School, a one-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 30 per year and capacity for 210 pupils, plus nursery.

Norbury School

- Norbury School becomes a two-form entry primary school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.

Pinner Wood School

- Pinner Wood School becomes Pinner Wood Primary School, a two-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.

Roxeth First and Middle School

- Roxeth First and Middle School becomes Roxeth Primary School, a two-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 56 per year group and capacity for 392 pupils plus nursery.

Roxeth Manor First and Middle School

- Roxeth Manor First and Middle School becomes Roxeth Manor Primary School, a three-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 630 pupils, plus nursery.

Note: Cabinet are considering statutory proposals to combine Roxeth Manor First School and Roxeth Manor Middle School at their meeting on 15 January 2009. If Cabinet does not agree the statutory proposals that will effect the combining of the schools, this proposal will not be applicable and reference should be made to Annexes 2i and 2ii.

St John Fisher Catholic First and Middle School

- *The Governing Body will publish notices that will effect that St John Fisher Catholic First and Middle School becomes St John Fisher Catholic Primary School, a two-form entry voluntary aided Catholic school for children aged 5 – 11 with a planned admission number of 60 per year and capacity for 420 pupils.*

St John's Church of England School Stanmore

- *The Governing Body will publish notices that will effect that St John's Church of England School becomes a two-form entry voluntary aided Church of England primary school for children aged 5 – 11 with a planned admission number of 60 per year and capacity for 420 pupils.*

St Teresa's First and Middle Catholic School

- *The Governing Body will publish notices that will effect that St Teresa's First and Middle Catholic School becomes St Teresa's Primary Catholic School, a two-form entry voluntary aided Catholic primary school for children aged 5 – 11 plus nursery, with a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.*

Vaughan First and Middle School

- Vaughan First and Middle School becomes Vaughan Primary School, a two-form entry primary school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.
- The School will have a special educational needs base for children with autistic spectrum disorders.

West Lodge First and Middle School

- West Lodge First and Middle School becomes West Lodge Primary School, a three-form entry primary school for children aged 5 – 11.
- The primary school would have a planned admission number of 90 per year and capacity for 630 pupils.

Whitefriars First and Middle School

- Whitefriars First and Middle School becomes Whitefriars Primary School, a two-form entry school for children aged 5 – 11, plus nursery.
- The primary school would have a planned admission number of 60 per year and capacity for 420 pupils, plus nursery.

Woodlands School

- It is proposed that Woodlands School becomes Woodlands Primary School for children aged 3-11.
- No change is proposed to the type of provision provided at Woodlands School, which is a special school.

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Statutory Proposals for High Schools

The statutory proposals are to lower the lower age limit for high schools. This will establish secondary schools. There will also be a statutory proposal to expand the school for all schools. Rooks Heath will also have a statutory proposal to increase pupil numbers due to its increase in Planned Admission Number. The individual school proposals are outlined as follows:

Bentley Wood High School

- Bentley Wood High School becomes a secondary school with a planned admission number of 180 students per year.
- As a secondary school for girls, Bentley Wood would have capacity for 900 students aged 11 – 16, plus sixth form.

Canons High School

- Canons High School becomes a secondary school with a planned admission number of 180 students per year.
- As a secondary school, Canons would have capacity for 900 students aged 11 – 16, plus sixth form.

Harrow High School

- Harrow High School becomes a secondary school with a planned admission number of 180 students per year.
- As a secondary school, Harrow High would have capacity for 900 students aged 11 – 16, plus sixth form.

Hatch End High School

- Hatch End High School becomes a secondary school with a planned admission number of 300 students per year.
- As a secondary school, Hatch End would have capacity for 1,500 students aged 11 – 16, plus sixth form.
- The School will continue to have specialist provision for students with hearing impairment.

Nower Hill High School

- Nower Hill High School becomes a secondary school with a planned admission number of 300 students per year.
- As a secondary school, Nower Hill would have capacity for 1,500 students aged 11 – 16, plus sixth form.

Park High School

- Park High School becomes a secondary school with a planned admission number of 300 students per year (an increase of 20 per year from the current 280).
- As a secondary school, Park High would have capacity for 1,500 students aged 11 - 16, plus sixth form.

Rooks Heath College for Business and Enterprise

- Rooks Heath College for Business and Enterprise becomes a secondary school with a planned admission number of 270 students per year (an increase of 60 per year from the current 210).
- As a secondary school, Rooks Heath would have capacity for 1,350 students aged 11 – 16, plus sixth form.

Whitmore High School

- Whitmore High School becomes a secondary school with a planned admission number of 270 students per year (an increase of 10 from the current 260).
- As a secondary school Whitmore would have capacity for 1,350 students aged 11 – 16, plus sixth form.
- The school will continue to have specialist provision for students with physical impairment and those with autistic spectrum disorders.

FULL EQUALITY IMPACT ASSESSMENT QUESTIONNAIRE/CHECKLIST

Directorate	Children Services		Section	Harrow Transforming Learning Team	
1 Name of the function/ policy to be assessed	School Re-organisation: Proposed change in ages of transfer	2 Date of Assessment	December 2008	3 Is this a new or existing function/policy?	New

4 Briefly describe the aims, objectives and purpose of the function/policy

The objectives for the school reorganisation in Harrow is to establish schools that are aligned with the national curriculum key stages and schools across London. Harrow schools are high performing and popular. Whilst this level of achievement has been maintained, there is a range of reasons for school reorganisation to be proposed:

- The local authority, as the champion of pupils and parents, has the duty to promote high standards, fair access to educational opportunity and the fulfilment of every child's potential. The School Organisation Debate in 2002, undertaken in response to the Ofsted Inspection Report, demonstrated that there was a strong consensus that stakeholders wanted to change the ages of transfer so that all schools in Harrow reorganise to introduce infant, junior and primary schools. Harrow, as the local authority needs to provide leadership in responding to parental views.
- In principle, Harrow considers that by changing school organisation in line with the National Curriculum Key Stages there would be improved learning and teaching for pupils and staff. The proposed organisation would mean that pupils would complete their Key Stages in one school. Infant Schools would have Foundation Stage and Key Stage 1, Junior Schools Key Stage 2, and Secondary Schools Key Stages 3, 4 and 5. Schools would be able to focus on specific Key Stages, and there would no longer be a need for schools to cover part of a Key Stage and as a result there would be greater continuity.
- There is a loss of approximately 26% of pupils at the end of Year 6 to neighbouring boroughs. Although out-borough pupils fill some of these places it has several impacts. There are smaller Year 7 classes, which can create financial uncertainties, new pupils stay for one year and require support during an induction period, this in some instances can be challenging and affect progress, and it can be challenging for schools to provide a broad and balanced Key Stage 3 curriculum with specialist teaching.
- Harrow is experiencing a changing demographic profile and needs to ensure that it responds to this change to maintain and improve on its high education achievement.

<p>5 Are there any associated objectives of the function/policy? Please explain</p>	<p>This policy change will contribute to maintaining and improving education achievement in Harrow, contribute to meeting stakeholder aspirations, contribute to wider corporate priorities of increasing schools as the centre of the community.</p> <p>There will be some opportunities for schools to increase the use of their school sites to provide services and facilities for the community. For example, adult learning, co-location of services.</p>
<p>6 Who is intended to benefit from the function/policy and in what way?</p>	<p>There are potential benefits to:</p> <ul style="list-style-type: none"> • Children and young people who attend Harrow Schools. The teaching and learning will be aligned with the national curriculum and there will be a reduced number of transitions. This is expected to contribute to improving the achievement of Harrow young people. • Families and communities in Harrow will benefit from increased opportunities to access school facilities and co-located services. • Governors and Headteachers will need to manage the transition, but the proposals should contribute to the retention of pupils through their primary. This will have a positive impact for the schools with Year 7 classes, who experience mobility and its effect on the budget. • The implementation of these proposals may increase potential opportunities for staff in Harrow schools to work in different phases or settings.
<p>7 What outcomes are wanted from this function/policy?</p>	<ul style="list-style-type: none"> • Contribute to raising standards by aligning schools with the national curriculum key stages • Meet stakeholders aspirations • Put schools at the heart of the community, with a range of community activities to increase opportunities for local communities.

8 What factors/forces could contribute/detract from the outcomes?

Contributory Factors:

- High levels of support and response from stakeholders during the consultation.
- The role of the Stakeholder Reference Group is essential to the process of planning, consultation and implementation if agreed.
- Consensus regarding the proposals on school budgets and transitional funding arrangements
- Capital investment available for development on high schools to accommodate additional pupils.

Factors that could detract from the outcomes

Changed aspirations of stakeholders emerge through consultation or opposition to the proposals from the majority of stakeholders.

Changes to the pupil population projections, requiring more/less school places. The projections indicate an increase by 2015, and increases have also been identified from potential housing developments. However, this impact is uncertain both in terms of the actual demand for school places and given the current economic climate and decline of the construction industry and investment in developments including housing.

Workforce reviews will be required to ensure appropriate staffing for age range and size of school. Recruitment and training needs to support the changes.

Admission arrangements being reviewed in respect of the new Admissions Code of Practice. Consultation from December to February after the school reorganisation consultation. Stakeholders may link the consultations as the proposed date for any changes to the admissions arrangements is September 2010 and the date for the implementation of the proposed changes to school organisation is the same.

<p>9 Who are the main stakeholders in relation to the function/policy?</p>	<p>Children and young people, families School staff and governors Voluntary aided schools Other interested parties including neighbouring local authorities, primary care trust, MPs, diocesan boards, voluntary sector organisations.</p>	<p>10 Who implements the function/policy and who is responsible for the function/policy?</p>	<p>Local authority has a statutory responsibility to make provision for sufficient school places in its area, and to bring forward proposals to make changes to community schools. Once determined, the local authority has a duty to implement proposals. Governing bodies have statutory responsibility to bring forward proposals to make changes to voluntary aided schools. Once determined, governing bodies have a duty to implement proposals.</p>		
<p>11 What data or other existing evidence have you used to assess whether the function/policy might have a differential impact? (please continue on a separate piece paper if necessary)</p>	<p>Current pupil performance data including data on performance by ethnic groups, SEN etc.</p>				
<p>12 Has the data or other evidence raised concerns that the function/policy might have a differential impact? If so in what area (please circle)?</p>	<p>Race No</p>	<p>Gender No</p>	<p>Disability No</p>	<p>Other</p>	<p>(If other please specify) Pupils with SEN</p>

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13 What are the concerns? (please continue on a separate piece paper)

Race:

- Within the proposals are no issues that will impact change the equality of accessing school places or impact on ethnic groups.
- Non-English speakers, asylum-seekers and new migrants may find it hard to understand the proposed changes in the system: need to ensure good communication through the consultation [period and on-going communication.

Gender:

- Within the proposals there are no reduction to the number of single sex girls community high school places. There are proposals to increase the number of places in mixed community schools.
- There are no proposals to change the number of single sex places at the voluntary aided, single sex catholic schools.

Disability

- Within the proposals there are no reductions to change the current levels of provision for pupils with disabilities, including physical and sensory impairments. Through the investment in the high school sites, there will be greater accessibility for pupils with disabilities. In addition, investment in the primary schools will aim to improve the physical environment for al pupils with disabilities.

Pupils with special educational needs:

- Within the proposals special schools will be aligned with mainstream schools and pupils attending special schools will experience the same chronological progression as their peers.
- The programme to increase the provision for pupils with Autistic Spectrum Disorders (ASD) will continue. All high schools will have potential for ASD pupils and 3 primary schools.
- Some pupils with special educational needs who attend out-of-borough schools may return to Harrow Schools.
- Within the proposals, in September 2010, there will be two year groups transferring into middle schools – Year 3 and Year 4. There will be two year groups transferring to high schools Year 6 and Year 7. For pupils within these year groups who have statements of special educational needs, they will all be reviewed and revised statements issued.
- All pupils with SEN, will be supported through the transition period.

14 Does the differential impact amount to adverse impact i.e. could it be discriminatory, directly or indirectly?	NO	15 If yes, can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?	N/A
16 Have you considered ways in which the adverse impact might be reduced or eliminated?	There is a Stakeholder Reference Group, with headteachers, governors, unions representatives. This group is considering all work-streams relating to the development of proposals for changing the age of transfer and its potential implementation. The work-streams have sub-groups that are considering in detail the implementation planning and this will contribute to minimising the impact on all pupils, staff and parents.		
17 How have you made sure you have consulted with the relevant groups and service users from Ethnic Minorities? Disabled people? Men and women generally?	<p>Wide range of consultation was undertaken from 5 September to 8 December 2008. A consultation document was distributed widely and all schools were requested to consult with their parents and school communities using their established mechanisms.</p> <p>Formal consultation mechanisms within the Council were also used including the Unions and Education Consultative Forum.</p> <p>In addition, the consultation document was sent to all interested parties including voluntary organisations representing people with disabilities and ethnic minorities.</p>		
18. Please give details of the relevant service users, groups and experts you are approaching for their views on the issues	A list is attached in Annexe A of all recipients of the consultation proposals.		
19 How will the views of these groups be obtained? (Please tick)	Letter <input checked="" type="checkbox"/> Meetings <input checked="" type="checkbox"/> Interviews <input type="checkbox"/> Telephone <input type="checkbox"/> Workshops <input checked="" type="checkbox"/> Fora <input checked="" type="checkbox"/> Questionnaires <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/>	20 Please give the date when each group/expert was contacted	This information is contained in Annexe A1 of the Cabinet Report January 2009.
21 Please explain in detail the views of the relevant groups/experts on the issues involved. (Please use a separate sheet if necessary)	The consultation responses will be presented to Cabinet in January 2009.		

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22 Taking into account the views of the groups/experts, please clearly state what changes if any you will make, including the ways in which you will make the function/policy accessible to all service users, or if not able to do so, the areas and level of risk (Please continue on a separate sheet if necessary)	Not applicable yet		
23 Please describe how you intend to monitor the effect this function/policy has on different minority groups (Please continue on a separate sheet if necessary)	School performance is regularly monitored, including links with free school meals, ethnicity etc. There is range of initiatives and support for underachieving pupils and those at risk of underachievement, which are monitored. This will continue.		
24 If any elements of your function/policy are provided by third parties please state, what arrangements you have in place to ensure that to ensure that the Council's equal opportunities criteria are met	N/A		
25 Please list any performance targets relating to equality that your function/policy includes, and any plans for new targets (Please continue on a separate sheet if necessary)	School performance data at key stages		
26 How will you publish the results of this Impact assessment?	Make available in project documentation and Cabinet	27 Date of next assessment	TBC

Signed:
NAME: J. Morgan
Completing officer

Date:

Signed:
NAME: H.Clements
Lead Officer

Date:

Risk Register

Directorate Name: Children's Services
Risk Register Name: School Re-organisation - January 2009 Onwards Implementation
Contact Name: Johanna Morgan
Date of Register: Dec-08

Risk no.	Risk Description	Controls/Mitigants	Risk Rating after controls	Further possible actions	Target Risk Rating	Action Owner	Risk Owner	Current Risk status
1	Admissions - admission arrangements for 2010 do not meet the DCSF Code of Practice, failure to secure stakeholder support and not agreed by Cabinet by 15 April 2009. Consequence would be referral to OSA.	Sub-group of Admission Forum established with representatives and also reporting to SRG, review admission arrangements, gather initial views (soundings), develop models to meet new requirements of code of practice, undertake annual consultation and report to Admissions Forum. Cabinet to approve by 15 April 2009 or possible referral to the OSA if fail to approve.	D2	Powerpoint presentation for head teachers to use with meeting with parents etc. Offer of officer attendance at school meetings., item in Head teacher Gold Bulletin and article in Harrow People to reach all Harrow households.	F2	M.Hitchens	Children's Services	Amber
2	Capital - failure to complete post 16 accommodation on time, provide sufficient temporary accommodation for Year 7 pupils and secure funding for permanent accommodation through BSF. Changes to the BSF programme that have a negative impact on the local authority's ability to deliver	Development of master plans for all high schools including permanent accommodation for Year 7 pupils. Submit BSF expression of interest and implement BSF procurement in line with DCSF announcements and requirements. Plan and procure temporary accommodation for Year 7 pupils commissioned with effect from September 2010.	D2	Local authority and schools working together to develop master plans and identify capital resources.	D3	A.Gibbons	Children's Services	Amber
3	Communications and Consultation - failure to engage stakeholders resulting in low response rate and misrepresentation of minority views.	Communication strategy - newsletters etc to stakeholders. Consultation Sept to Dec 2008 with all stakeholders, including consultation material, consultation documents, on-line, PowerPoint for meetings etc. Stakeholder Reference Group established February 2008. Established key work-stream groups reporting to SRG. Chaired by Portfolio Holder for Children's Service. Representative head teachers, governors, unions and Members.	D2	On-going communication strategy, regular SRG meetings, current focus on planning, if proposals agreed focus revised to implementation	E3	C.Melly	Children's Services	Amber

Risk no.	Risk Description	Controls/Mitigants	Risk Rating after controls	Further possible actions	Target Risk Rating	Action Owner	Risk Owner	Current Risk status
4	Curriculum, Teaching and Learning/Leadership, Governance and Management - not maintaining and improving education standards	Established representative work stream group. Agreed scope of work. Planning activities to support head teachers and staff	D2	Review of work stream scope.	E3	A.Parker	Children's Services	Amber
5	Pupil projections and Demographics - changes in pupil demographics impacting on school place planning	Monitoring pupil numbers and preparing roll projections using GLA and other models. Maintaining and developing pan-London networks and neighbouring local authority relationships and data sharing. Presentation to SOOG and SRG.	D2		E3	L.Defries	Children's Services	Amber
6	Finance School Budgets - ensuring affordable transition and sustainable school organisation funding model	Established representative work stream group. Principles and agreed to guide transitional funding agreed by sub-group and schools forum	D2	On-going monitoring of school budgets and support for individual schools	E3	E.Stabler	Children's Services	Amber
92	3 Special Education Needs - ensuring the needs of pupils with SEN are met through the school reorganisation process, including the need to review statements for all pupils transferring in September 2010. Completion of ASD bases and impact of SEN transport review.	Planning for additional volume of annual reviews when certainty about the proposals is known. Including communication with parents, professionals, schools etc and planning transition process accordingly. Planning for ASD bases with head teachers.	D2			R.Rickman	Children's Services	Amber
9	Workforce strategy - ensuring the workforce are supported through the transition and head teachers and governors are supported to manage the change and align their staffing structures accordingly.	Established workforce sub-group with representative head teachers, governors, unions. Termly monitoring of school workforce planning, briefing sessions for head teachers and chairs of governors, springboard scheme	D2			P.R.Turner	Children's Services	Amber
10	Statutory processes meeting legal requirements	Appointment of external lawyers consider and advice on legal aspects of making changes to schools and admissions arrangements	D2			J.Morgan	Children's Services	Amber

Risk no.	Risk Description	Controls/Mitigants	Risk Rating after controls	Further possible actions	Target Risk Rating	Action Owner	Risk Owner	Current Risk status
11	Insufficient local authority resources	Monthly officer meetings to address issues and challenges of work streams. Additional funding to be considered only where additional work is evidenced and resources identified.	D2	Reviewing officer work programmes	E3	H.Clements	Children's Services	Amber
12	School reorganisation delayed implementation and timescale not met	Established officer group chaired by Director of Schools and Children's Development. SRG monitoring workstream progress. Corporate Children's Services project reported to improvement board	D2			H.Clements	Children's Services	Amber

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Meeting:	Cabinet
Date:	15 th January 2009
Subject:	Children's Trust
Key Decision:	Yes
Responsible Officer:	Paul Clark, Corporate Director, Children's Services
Portfolio Holder:	Councillor Christine Bednell, Portfolio Holder for Children's Services
Exempt:	No
Enclosures:	Appendix 1: Timetable for Children's Trust Appendix 2: CYPSP Membership List Appendix 3: References, links and further reading.

Section 1 – Summary and Recommendations

Setting up a Children's Trust is a legal requirement (Children Act 2004). This is emphasised by the lessons learned from the 'Baby P' case in Haringey.

A Children's Trust :

- formalises children's partnership arrangements
- combines partners' resources
- Ensures that children, young people and their families who are in need of services experience a more co-ordinated approach by those working with them.

Recommendation: To establish a Children's Trust with a governance framework formalised by a legal agreement; the decision to finalise the terms and execute the legal agreement is delegated to the Portfolio Holder for Children's Services.

Reason: To improve outcomes for children and young people by formalising partnership arrangements.

Introduction

1) The decision to approve a recommendation to create a Children's Trust for Harrow fulfils the Council's Priorities to;

- ***“improve the way we work for our residents”*** and to
- ***“improve the well-being of adults and children who most need our help”***.

The combined efforts of partners will improve outcomes for children and young people as we will formally plan and fund services together.

Background information

2) Harrow Children and Young People Strategic Partnership (CYPSP) implemented all of the regulations in the Children Act 2004. Partners are therefore prepared for more formal arrangements, including shared agreements about spending.

The purpose and membership of Children's Trust Boards was revised by central government in November 2008 following the 'Baby P' case.

Current situation

3) The national developments arising as a result of concern about the death of 'Baby P' in Haringey resulted in a number of letters and guidance documents emerging from central government. These re-enforce the importance of Children's Trusts as a means to combine our planning and agreed spending on shared priorities.

There is evidence to show that the Children's Trust creates a multi-agency network that enhances local relationships and trust. This enhances local ability to communicate and share information. The result is increased focus on the safety and welfare of children and young people.

4) A modular approach to the Trust has been agreed by the Children and Young People's Strategic Partnership. This means that developments can be achieved incrementally and when partners are ready to take part in financial agreements. Changes will be implemented over time, without major restructuring or dramatic change and with consensus.

Those areas initially identified as ready to integrate are Child and Adolescent Mental Health Services and some residential services for children with special needs. These services have a strong history and experience of joint arrangements.

Why a change is needed

5) A formal Children's Trust is different from current arrangements because;

- it formally binds all partners into agreements on how we work together
- it includes agreement on financial commitments to meet agreed priorities
- it formalises partner commitment to resource the agreed priorities laid out in the Children and Young People's Plan
- this supports the Council priorities for young people,
- it strengthens the Council's vision for children and young people.
- partnership working is formally led, resourced and monitored
- it reduces the risks of variable financial positions impacting on financial commitment and on performance.
- it provides for overall sustained improvements in performance and outcomes for children and young people.

A Children's Trust Board will be created to lead on these developments;

6) ***A Children's Trust Board is;***

- a multi-agency group set up under Children Act 2004.
- made up of leaders of partner agencies who are required and authorised by their agency to commit resources, both financial and in kind, to the priorities agreed in the Children and Young People's Plan.
- authorised to arrange for the pooling of budgets to target areas of highest need where it considers it appropriate to do so.

7) ***Representation on Children's Trust Board:***

The exact representation on the board will be decided by negotiation with partner agencies but will be chosen to ensure the minimum necessary number of persons representing:

- Councillors
- Health
- Police
- Children's Services
- Voluntary sector
- Education

8) This group will meet a maximum of four times a year, linked to the budget process for agencies. The key driver will be the Children and Young People's Plan and annual evaluations which include the revision of priorities.

9) Principles of Voting:

Voting rights will be determined by discussion with partner agencies, but will be such as to ensure no agency can determine spend of another's budget against their wishes. In essence, voting will be to confirm a consensus approach to use of resources.

A timetable for the setting up of the Children's Trust Board is attached at Appendix 1.

10) Further considerations on membership following recent government guidance will be carried out with the aim of ensuring agencies influence without overloading membership.

11) Governance:

The Children's Trust Board will report to Harrow Strategic Partnership, Cabinet and the PCT executive group. It will be informed by the Children and Young People Strategic Partnership.

Cabinet	Children's Trust Board	PCT exec
Children and Young People Strategic Partnership		

See appendix 2 for CYPSP membership

12) Resources:

Set up costs, mainly on legal and expert consultancy advice, are estimated at £25,000. These are forecast to be incurred in 2009/10 and will need to be financed from existing resources. Initially the work of the Children's Trust will concentrate on joint procurement and partnership working. These measures are expected to reap economies of scale and the subsequent savings are expected to more than cover on-going running costs. The Trust will develop arrangements for pooled budgets by legal agreement.

NB There will be no transfer of capital assets.

Staffing/workforce: There are no immediate implications for the workforce. A gradual shift towards integrating resources will be realised over time, and with consensus

Equalities impact- Planning and delivery with partners will use local knowledge to assess and agreed local priorities. This will result in increased ability to identify vulnerable groups and provide the right services to meet their needs.

13) Financial Implications

- Set up costs will involve 25K .
- This investment will result in long-term savings. On-going running cost will be found from existing capacity from the Council and the PCT.

14) Performance Issues

Performance indicators are developing in line with the improved partnership arrangements between organisations. Partners are asked to plan and set priorities together and are held accountable for the same performance measures.

Formal partnership arrangements will enhance overall performance as indicators will reflect agreed priorities supported by agreed spending. Funding will therefore target those priorities and result in improved outcomes.

15) Risk Management Implications

This proposal requires stable financial positions in partner agencies.

Currently Harrow PCT reports increasing stability and a willingness to invest in the Children's Trust Board. This proposal suggests a modular, approach. Commitments are made in small stages and in accordance with the readiness of services. This allows for emerging need and demographic change.

It also requires clear governance and accountability which provide clear leadership arrangements and financial reporting mechanisms:

The Children's Trust Board will provide overall leadership, clear accountability and responsibilities of agencies. These will be enshrined in the detailed governance protocols ensuring all partners are clear about commitment and responsibilities.

There are competing commissioning intentions in an increasingly competitive market.

The new arrangements will enable our existing clusters to identify local need, and influence priorities. GP's, schools and partner agencies including the community, the voluntary sector and young people will be involved. This will support the Local Area Agreement and Harrow Strategic Partnership direction of travel and expectations in terms of delivery. The Children's Trust will further enable partners to narrow the gap between the more affluent and lower socio-economic groups.

Risk included on Directorate risk register? Yes

Separate risk register in place? No

Section 3 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 22 December 2008		
Name: Helen White	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 6 January 2009		

Section 4 – Performance Officer Clearance

Name: David Harrington



on behalf of the*
Divisional Director
(Strategy and Improvement)

Date: 18 December 2008

Section 5 - Contact Details and Background Papers

Contact:

Betty Lynch, Strategic Development Manager, Children's Services
0208 424 1370 x 2370

Background Papers: Detailed in Appendix 3

TIMETABLE FOR CHILDREN'S TRUST

November 2008 **discussion at CYPP and endorsement of Children's Trust,**

15th January- **Cabinet approval**

6th February- **Final approval by CYPSP**

April 2009-**Confirm all Children's Trust operating arrangements**

CYPSP Membership

Position / Organisation Represented
Metropolitan Police
Consultant Paediatrician, Northwick Park Hospital
Commissioner, Harrow Primary Care Trust
Head, Early Years Partnership
Children's Fund Manager
Strategic Development Manager
Assistant Director of Operations, NWLH Trust
Performance and Data Manager, Harrow Council
Head of Service, Safeguarding, Family Placement and Support
Learning and Skills Council
Director, Schools and Children's Development
Service Manager, Strategy and Business Support, Harrow Council
Headteacher Priestmead First School
Harrow Police
Headteacher, Rooks Heath High School
Director, Harrow Association of Voluntary Service
Deputy Head of Service, Community Development
Named Nurse (NWLH Trust)
Service Manager Policy and Partnership
Consultant Paediatrician, NPH
Corporate Director of Children's Services (Chair)
Head of Service, Young People's Services
Head of Service, Special Needs Services
Child Protection, Consultant
Clinical Director, NPH
Chief Executive, Harrow PCT
Principal, Harrow College
Equality & Diversity Manager, Harrow Council
Head of Service, Integrated Early Years and Community Services

References and Further Reading

The children act 2004

Working Together to Safeguard Children- DfES 2006

Children's Trust- Statutory Guidance on inter-agency co-operation to improve well-being of children and their families. DfES 2008

<http://www.everychildmatters.gov.uk/resources-and-practice/IG00346/>

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Meeting:	Cabinet
Date:	15 January 2009
Subject:	Draft Climate Change Strategy
Key Decision:	Yes
Responsible Officer:	John Edwards, Divisional Director Environment Services
Portfolio Holder:	Susan Hall, Deputy Leader and Portfolio holder for Environment Services and Community Safety Marilyn Ashton, Portfolio holder for Planning, Development and Enterprise
Exempt:	No
Enclosures:	Appendix A – Draft Climate Change Strategy

Section 1 – Summary and Recommendations

This report sets out the background to and the reasons why a Climate Change Strategy is required and sets out the proposed methods of public consultation

Recommendation:

That officers be authorised to submit the Climate Change Strategy to public consultation.

Reason:

The Climate Change Strategy will help enable the council to meet its Carbon Reduction commitment, reduce its energy costs and inform the development of the Local Development Framework (LDF).

Section 2 – Report

Introductory paragraph

1. Climate change is a significant challenge. We need to meet the challenge to ensure that development is sustainable and the well-being of future generations is safeguarded. The environmental, social and economic impacts of climate change are already measurable and these are predicted to continue and to grow in severity.
2. This draft strategy sets out how Harrow as a council and community can take action on climate change. Addressing climate change requires all of us to work together to make changes to the way we live as individuals and communities so that the well-being of future generations is secured.
3. The Nottingham Declaration was signed by the council on 25 July 2007. One of the key commitments is: “Within the next two years to develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities.” This draft Strategy is part of this process.
4. The proposed Climate Change Strategy will help the council deliver its corporate priorities: -
 - Cleaner and safer streets
 - Improve support for vulnerable people
 - Build stronger communities
5. As part of its Local Area Agreement (LAA) the council has agreed a target to reduce the per capita carbon footprint by 11.5% by 2011.

Options considered

6. The draft strategy sets out a range of actions which the council is proposing to promote and deliver the necessary change. At present it is not a specific programme and will need to be developed into a series of annual Action Plans to ensure that its objectives are delivered.
7. The Strategy will be subjected to public consultation for a period of eight weeks (From Monday 2nd February 2009 to Sunday 29th March 2009.) Proposed consultees are:
 - Citizens Panel
 - Greener Harrow
 - Harrow Agenda 21
 - Members
 - Harrow in Business
 - Harrow Council’s business partners (Kier, EnterpriseMouchel etc.)
 - Planning list of residents associations etc.

Background

8. The council is already taking action to address climate change, through a number of activities such as increasing recycling, developing the Local Development Framework, the sustainable schools building programme and transport policy (to encourage walking and cycling). This strategy will result in these policies being better coordinated and lead to a reduction in CO₂ emissions. It will also address how we can mitigate and adapt to the changes that are inevitable.
9. Delivering the council's LAA and climate change targets will form an important part of the council's ambition to become one of the top-performing councils in London, and will be monitored by the Audit Commission when it is assessing the performance of the council.

Why a change is needed

10. The new Climate Change Act sets a target to reduce national CO₂ emissions by 80% by 2050 – compared to a 1990 baseline. This excludes emissions from international shipping and aviation. All local authorities will be expected to meet targets for their own emissions under the Carbon Reduction Commitment. This commitment will be led by the newly established Department of Climate Change and Energy.
11. The Mayor for London has also issued a Climate Change Strategy to address this issue. The Climate Change Action Plan sets a target for London to limit its total carbon dioxide emissions to 600 million tonnes between now and 2025 – a reduction of 4% per annum. In addition to large scale changes to the way we meet our energy demands, such as using Combined Heat and Power (CHP), it also highlights the significant amount of CO₂ that can be saved by making small changes such as cavity wall and loft insulation and energy audits (by the public sector and businesses).
12. The strategy will also feed in to the council's Local Development Framework.

Financial Implications

13. Delivering the strategy will require investment by the council to reduce its emissions and use of fossil fuels. In total the council spends £6m annually on gas and electricity. The proposed target of a 4% reduction in carbon footprint would produce an annual reduction of £240k in energy costs.
14. The council also spends over £0.5m annually on water. The strategy proposes an annual target of a 2.5% reduction in potable water consumption leading to an annual saving of £12.5k.
15. Both energy costs and water costs are expected to increase faster than general inflation as a result of global demand for fossil fuels, the decarbonising of electricity production and higher environmental standards.
16. Carbon trading will also lead to additional costs for the council. The recent "First Report of the Committee on Climate Change" – published in December 2008 – predicts a long term price of £40 per tonne of carbon.

The council currently produces 26,500 tonnes of carbon from the consumption of gas and electricity so this represents a significant potential cost increase for the future. The cost of carbon on the council's transport operations will also increase costs but the scale of this is not yet known as consumption in this area has not been measured accurately.

17. The impact of increased water and energy costs will be also felt by our residents, businesses and partners. The climate change strategy will address this issue and work to support our residents.
18. There is a need for Capital and Revenue investment to be made which will be self financing and this will be reported in future reports.

Legal Implications

19. There are no specific legal implications arising from this report.

Performance Issues

20. The new National Indicators include a basket of environmental indicators. These are shown below. Those shown below are the ones that the climate change strategy will most closely address:

NI	Description	2008/9 targets
185	CO ₂ reduction from local authority operations	2% reduction
186	Per capita CO ₂ emissions in the LA area	3.5% reduction
187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	The target for this indicator is still being determined by the audit commission
188	Adapting to climate change	The target for this indicator is still being determined by the audit commission
189	Flood and coastal erosion risk management	The target for this indicator is still being determined by the audit commission
191	Residual household waste	260 (kg per head)
192	Household waste recycled and composted	42%
193	Municipal waste land-filled	n/a (WDA indicator)
194	Level of air quality – reduction of NO _x and PM ₁₀ emissions through local authority's estate and operations	The target for this indicator is still being determined by the audit commission
198	Children travelling to school – mode of transport usually used	37% by car

21. Three of the above indicators are part of Harrow's Local Area Agreement, as follows: -

NI	Description	2010/11 (LAA) Target
186	Per capita CO ₂ emissions in the LA area	11.5% reduction
192	Household waste recycled and composted	50%
198	Children travelling to school – mode of transport usually used	35% by car

22. Delivering the council's Local Area Agreement (LAA) and Climate Change targets will form an important part of the council's ambition to become one of the top-performing councils in the country, and will be monitored by the Audit Commission when it is assessing the performance of the council.

23. This proposal will therefore contribute to improving the Councils' Use of Resources Score under CAA - in particular

KLOE 1.2 The organisation plans its finances effectively to deliver its strategic priorities; and

KLOE 3.1 The organisation is making effective use of natural resources.

Risk Management Implications

24. Adoption of a Climate Change strategy will enable the council to demonstrate that it has a future direction for reducing its carbon emissions and adapting to the impact of climate change. This will feed into the evidence base for its Local Development Framework.

Section 3 - Statutory Officer Clearance

Name: Sheela Thakkrar	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 December 2008		

Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 December 2008		

Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input checked="" type="checkbox"/>	On Behalf of Divisional Director (Strategy and Improvement)
Date: 22 December 2008		

Section 5 - Contact Details and Background Papers

Contact:

John Edwards, Divisional Director Environment Services, 020 8736 6799

Andrew Baker, Senior Professional – Public Realm Services, 020 8424 1779

Gemma Moore, Senior Climate Change & Environment officer, 020 8730 6014

Background Papers: None

London Borough of Harrow

Draft Climate Change Strategy

For Public Consultation

January 2009

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Section 1: Community and partners

 Planning and Development

 Domestic Energy

 Transport

 Water and Flooding

 Waste

 Biodiversity and the Natural Environment

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 Businesses and the Public Sector

Section 2: The Council's Footprint

Public Consultation

Foreword

Harrow signed the Nottingham Declaration in July 2007. This strategy is our first attempt to bring together the various activities that the council is undertaking on climate change into a coherent strategy. We recognise that there is much to be done and the strategy will need to undergo change and development in the future as global, European and national legislation drives change.

The Earth's climate is changing and this is already affecting local weather events. We need to plan and act now to limit the scale of the change and to adapt to and mitigate some of the effects. Even if all global greenhouse gas emissions could be stopped today, the immense inertia in the Earth's climate systems means that changes to our climate for the rest of this century are unavoidable. Preparing for these inevitable changes is not an alternative to reducing our greenhouse gas emissions, but a parallel and complementary action.

Economically, fossil fuels such as oil and gas will also increase in price as world demand increases and capacity either lags behind or falls. Changes in the way we use fossil fuels are therefore inevitable and we need to prepare for a future where fossil fuel is expensive and its use restricted. If we do not prepare now future generations will face sudden and enormous changes, for which they will be un-prepared.

This Strategy is the first step in a long journey which all of us must make. The council is committed to playing its part as a community leader. However the success of the Strategy depends on the whole community taking the threat of climate change seriously and, together, making the changes that are necessary.

David Ashton

Michael Lockwood

Susan Hall

Marilyn Ashton

Introduction

- 1.1 This strategy sets out how Harrow as a council and community can take action on climate change. Addressing climate change requires all of us to work together to make changes to the way we live as individuals and communities so that the well-being of future generations is secured.

Excluding aviation and shipping, as a nation we use 31% of fossil fuel for power generation, 22% for road transport, 20% for industry, 15% for residential use and heating and 12% for other uses.

[N.b. 75% of our electricity is generated from fossil fuels (coal, oil, gas); 18% from nuclear energy and only 3% from renewable sources (hydro electric, wind and solar)].

Using fossil fuels is ultimately unsustainable as they are finite resources and will eventually run out. Burning fossil fuels also releases carbon dioxide into the atmosphere and this is a significant driver behind climate change. Economically, fossil fuels such as oil and gas will also increase in price as world demand increases and capacity either lags behind or falls. Changes in the way we use fossil fuels are therefore inevitable and we also need to prepare for a future where fossil fuel is expensive and its use restricted. If we do not prepare now, future generations will face sudden and enormous changes, for which they will be un-prepared.

- 1.2 There are eight key themes to our strategy:

Community and Partner Actions. i.e:-

- Planning and Development
- Domestic Energy
- Transport
- Water and Flooding
- Waste
- Biodiversity and the Natural Environment
- Businesses and the Public Sector

The Council's Footprint

- 1.3 **What is climate change?**

The greenhouse effect is a natural phenomenon in which naturally occurring gases trap the sun's energy and warm the planet. The main greenhouse gas is carbon dioxide, CO₂. Climate change is happening because of an increase in greenhouse gases – predominantly carbon dioxide – caused by human activity such as the burning of fossil fuels and deforestation,

Climate change is a global issue. Internationally, targets and frameworks have been established to tackle the issue – starting with the Rio conference in 1992 and the Kyoto

Protocol, which was agreed in 1997 and came into force in 2005. Further international agreements are expected in the future.

It is now accepted that if we do not address this issue, the Earth's climate will change significantly.

1.4 Why do we need a strategy?

Climate change is a significant challenge. We need to meet the challenge to ensure that development is sustainable and the well-being of future generations is safeguarded. The environmental, social and economic impacts of climate change are already measurable and these are predicted to continue and to grow in severity.

The new Climate Change Bill Act sets a target to reduce national CO₂ emissions by 80% by 2050 – compared to a 1990 baseline. This excludes emissions from international shipping and aviation. All local authorities will be expected to meet targets for their own emissions under the Carbon Reduction Commitment. This commitment will be led by the newly established Department of Climate Change and Energy

The Mayor for London has also issued a Climate Change Strategy to address this issue. The Climate Change Action Plan sets a target for London to limit its total carbon dioxide emissions to 600 million tonnes between now and 2025 – a reduction of 4% per annum. In addition to large scale changes to the way we meet our energy demands, such as using Combined Heat and Power (CHP), it also highlights the significant amount of CO₂ that can be saved by making small changes such as cavity wall and loft insulation and energy audits (by the public sector and businesses).

This strategy aims to identify and instigate actions which the council, other public agencies, businesses and the community can take to address these issues in Harrow.

The government has established a set of 198 National Indicators for measuring the performance of local authorities.

It has also agreed an LAA (Local Area Agreement) with each local authority in England for the next three years, which focuses on 35 of these indicators in particular that are regarded as particularly important for that authority. Table 1 shows (highlighted) the climate change related indicators and those that Harrow has agreed as part of its LAA.

Table 1

NI	Description	CC indicator	LAA indicator
167	Congestion – average journey time per mile during the morning peak		
175	Access to services and facilities by public transport, walking and cycling	Council has indirect influence	
176	Working age people with access to employment by public transport (and other specified modes)	Council has indirect influence	
177	Local bus passenger journeys originating in the authority area	Council has indirect influence	
185	CO ₂ reduction from local authority operations		
186	Per capita CO ₂ emissions in the LA area		
187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating		
188	Adapting to climate change		
189	Flood and coastal erosion risk management		
191	Residual household waste per head		
192	Household waste recycled and composted		
193	Municipal waste land-filled		
194	Level of air quality – reduction of NO _x and PM ₁₀ emissions through local authority's estate and operations		
195	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting)		
197	Improved local biodiversity – active management of local sites		
198	Children travelling to school – mode of transport usually used		

1.5 Sustainable Community Plan

The current Sustainable Community Plan identifies the need to build sustainable communities. It defines these as communities that meet the diverse needs of existing and future residents; are sensitive to their environment; and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all. A sustainable community balances and integrates the social, economic and environmental components of their community; and respects the needs of other communities in the wider region.

Locally, creating a sustainable borough means moving towards sustainable construction involving carbon neutral buildings; harnessing the use of energy from renewable sources; reusing grey water, and seeking to use partnerships to address climate change. It also means protecting environmentally sensitive areas while accommodating development for housing and employment in accessible locations; reducing domestic and business waste, promoting recycling, and public transport while recognising that the car is an integral part of life. This includes continuing to pursue the Council's Green Belt Management Strategy.

One of the challenges is to spread information and practical action more widely. It is hoped that, for example, older people will respond to the idea of leaving a habitable planet as a legacy to their children and grand children.

The Harrow Strategic Partnership (HSP) has overall responsibility for overseeing the Sustainable Community Plan and the Local Area Agreement (LAA). It plans and delivers improvements through a set of five management groups that specialise on different areas of activity. The management group that has responsibility of climate change is the Sustainable Development and Enterprise (SD&EMG). In turn, this group is supported by a delivery group called Greener Harrow, which gathers the latest thinking and best practice and challenges the Council and other partners to adopt and implement action to reduce the impact of climate change and mitigate the impact of changes that are already inevitable.

The Harrow Strategic Partnership has a responsibility to encourage businesses and residents to reduce emissions, to find cost effective measures to tackle climate change and to respond to extreme weather events through emergency planning.

Locally, in the next four to six years, the partnership will aim to

- Identify key actions for different groups in Harrow to make a contribution to environmental well-being;
- promote sustainability through the educational offer at schools and FE Colleges, through public information and through take up campaigns for government grants that support energy conservation, recycling and green transport
- promote sustainability in new buildings, through efficient energy use, increasing the amount of energy produced from renewable sources, and the use of grey water and rain water;
- make traffic improvement through schemes for walking and cycling to reduce reliance on private cars and reduce congestion;
- have in place comprehensive emergency plans in response to climate change.

Work is underway to refresh this Plan and replace it with a Sustainable Community Strategy which should, subject to public consultation, be considered in the Spring 2009.

The Nottingham Declaration was signed by the council on 25 July 2007. By signing it the council acknowledged “that evidence shows that climate change is occurring and that it will continue to have far reaching effects on the UK’s people and places, economy, society and environment.” One of the key commitments is: “Within the next two years to develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities.” This draft Strategy is part of this process.

1.6 Corporate Priorities

The council has proposed three corporate priorities for 2009/10. These will shape the Council’s actions and work programmes. They are:

- Cleaner and safer streets
- Improve support for vulnerable people
- Build stronger communities

1.7 Benefits of introducing a strategy

The council is already taking action to address climate change, through a number of activities such as increasing recycling, developing the Local Development Framework, the sustainable schools building programme and transport policy, to encourage walking and cycling. This strategy will result in these policies being better coordinated and lead to a reduction in CO₂ emissions. It will also address how we can mitigate and adapt to the changes that are inevitable.

Delivering the council's LAA and climate change targets will form an important part of the council's ambition to become one of the top-performing councils in London, and will be monitored by the Audit Commission when it is assessing the performance of the council.

1.8 Adaptation

Although the UK is now focussing its efforts on mitigating the effects of climate change, it is also acknowledged that we may be too late to completely reverse its effect.

What is uncertain is the degree to which our climate will change, and this is largely dependent on how quickly we act to mitigate the effect of climate change. The UK Climate Impacts programme (UKCIP) has identified that the main consequences:

- an increase in the risk of flooding and erosion
- greater pressure on drainage systems
- increased likelihood of winter storm damage
- loss of habitat for wildlife
- summer water shortages and low stream flows
- increased risk of subsidence (in areas where subsidence is already a problem)
- increased demand for summer cooling
- buildings becoming uncomfortably hot
- a range of health issues

The impact will vary based on how successful, globally, we are at mitigating climate change, and UKCIP have modelled four scenarios - low emissions, medium-low emissions, medium-high emissions and high emissions. If we are successful, then we will follow the low emissions scenario, but if we are not then we will face the high emissions scenario. Here are a few examples of the impacts that these would have on the UK . . . Under a high emissions scenario, we could see a decrease in rain fall in the summer months by up to 50%, with winters seeing an increase in rainfall by up to 30% by the 2080s. This would impact on water supply in summer months and require preventative measures against flooding in the winter months.

Between now and 2040, the average temperature is predicted to rise by 0.5°C to 1.0°C, and in a high emissions scenario the south east could see an increase in average temperatures of around 5.0°C by the 2080s. This would cause overheating in the summer, meaning we would need to adapt our homes to be cooler as well as warmer in the winter: overheating is a particular worry for cities as they suffer from the urban heat island effect. The temperatures experienced in the summer of 2003 are expected to be the norm by 2050. The increase in temperature in 2003 caused an extra 2000 deaths in the UK. Temperature increases would also affect the range of crops we can grow and the ability for certain species of plant to survive; it would affect design of homes and work places as well as impacting on the health of the population – it is expected that this will

also cause more incidents of food poisoning, heat exhaustion etc.. For more information on the UKCIP scenarios see www.ukcip.org.uk .

The new Mayor for London has recently published a London Climate Change Adaptation Strategy, which proposes a series of risk management actions, starting with the most pro-active measures and then becoming increasingly reactive:

- Prevent – action taken to reduce the probability of an impact or change occurring, for example raising flood defence barriers
- Prepare – action taken to better understand the climate risk or opportunity, to reduce vulnerability and improve resilience, for example raising public awareness
- Respond – action taken to limit the consequences of an event, for example restricting non-essential water use during a drought
- Recover – action taken after an event to enable a rapid and cost-effective return to a normal, more sustainable state, for example enhancing the flood resilience of a property when undertaking flood damage repairs

Under the new national indicators we are expected to report on how well Harrow is adapting to climate change (NI188- Adapting to Climate Change). In Harrow, we need to address the following areas across our council operations and our community:

- Impact of overheating
- Impact of flooding
- Impact of water stress
- Impact on health

It is expected that more areas will become relevant to Harrow, as our knowledge of the impact of climate change expands in the UK. The council's emergency and contingency planning will need to incorporate these effects/impacts.

1.9 Air Quality

The effect of this strategy, on air quality, will be an important consideration to ensure that no unintended adverse impacts are produced. Poor air quality can have significant health impacts on the population and it is important that these are not ignored

1.10 Who will be responsible for delivering the Strategy?

Everyone has a responsibility for tackling climate change. As a community, we need to work together and understand the different roles we have to play in addressing this challenge.

The council has an important part to play as a provider of services and as a manager of its buildings and vehicles. It also has an important role in setting an example and spreading good practice.

The council will develop annual Action Plans to deliver this strategy.

1 Planning and Development

1.1 Issue

Over 50% of all CO₂ emissions come from buildings.

Planning can ensure that new developments (including refurbishments and extensions) and communities are designed to be more energy efficient and sustainable.

Building Control currently ensures that minimum standards, in accordance with Part L of the Building Regulations (Conservation of Fuel and Power), Schedule 1 of the Building Regulations 2000, are applied to new buildings and some refurbishments and extensions. Some building work is controlled by independent Approved Inspectors and some work is covered by “Self certification schemes”, which are not subject to council control.

Heating of buildings has been the focus of building services in the past, but with warmer winters and hotter summers it is likely that cooling buildings will become increasingly important.

Adapting existing buildings will be a major challenge in meeting our climate change targets simply because it is unlikely that the majority of the existing housing stock will be redeveloped.

Planning can also have an impact in reducing reliance on cars by promoting development in areas with good access to public transport and restricting the amount of parking provided in new developments.

1.2 Indicators

NI 175: Access to services and facilities by public transport, walking and cycling

NI 176: Working age people with access to employment by public transport (and other specified modes)

NI 177: Local bus passenger journeys originating in the authority area

NI 186: Per capita CO₂ emissions in the LA area

NI 187: Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

1.3 What we are doing/will do

- a) Continue to develop the Local Development Framework (LDF) – providing overarching policies/strategies for the development of the borough, including how we will address the issues of climate change, mitigation and adaptation
- b) In consultation with relevant parties, develop and adopt a Sustainable Design Supplementary Planning document (SPD) to encourage designers to think about sustainability and climate change issues in compliance with the London Plan. This has already been subject to public consultation and is expected to be adopted early in 2009
- c) Ensure compliance with building regulations for new builds, extensions and alterations that are controlled by the council e.g. replacement boilers; replacement windows; roof insulation and retiling; electric rewiring; installation of low energy bulbs and external lighting
- d) Work with Approved Inspectors and Self Certification schemes to promote the early adoption of higher environmental standards

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- e) Review options for enforcing Part L of the Building Regulations (Conservation of Fuel and Power), Schedule 1 of the Building Regulations 2000
- f) Develop a Section 106 SPD which seeks to encourage/promote sustainable best practice and contributes to an education fund to promote sustainable development issues to the general public.
- g) Promote and educate residents and builders about of good practice on sustainability and climate change.

2 Domestic Energy

2.1 Issue

This section deals with energy use in residential property within the borough.

The domestic sector accounts for 38% of energy consumption in London*. This is used for space heating/cooling (54%); hot water (18%); appliances (18%); lighting (5%) and cooking (3%). The Mayor of London's Climate Change Action Plan envisages the domestic sector contributing 39% of the 2025 carbon reduction targets.

(* The figure for Harrow is 47%).

Over the next decade the number of households in Harrow is expected to increase with an estimated 4000 new homes being built. The planning process will be used to ensure that these new homes meet high environmental standards. See section 1.

It is estimated that 70% of today's housing stock will still be in use in 2050 - meaning the main focus of the activity in Harrow will centre on our existing housing stock, i.e. retrofitting and adapting existing properties so that they continue to be habitable as the climate changes..

The borough's housing stock is predominantly private sector with owner occupiers accounting for 77%. Carbon reductions in this sector will mainly rely on residents taking action and the council will need to direct its efforts towards influencing change.

Improvements within our own (council housing) stock are also key, and will continue to be met through the decent homes standard, which has a more environmental focus from 2010. The decent homes programme so far has enabled the council to achieve an average SAP rating of 64.

The most recent Private Sector Housing Stock condition survey produced an average SAP rating of 49.

The London Climate Change Action Plan sees energy supply meeting 44% of the carbon reductions for existing housing, 18% from behaviour change and 23% lighting and appliances and 10% from thermal efficiency (improving the energy efficiency of the building). This means providing loft insulation and wall insulation.

In Harrow the potential savings from wall insulation are higher (than the London average) as only 33% of the borough's properties have solid walls – a stark contrast to inner London boroughs. This means that around two-thirds of the borough can benefit from cavity wall insulation that is cheap and simple to install.

Insulating solid walls is more difficult but can be sensibly addressed during refurbishment and decoration when the internal surfaces of external walls can be dry lined.

Behavioural change in relation to domestic energy, as the case in other areas, will also achieve significant carbon savings for Harrow.

One of the links to climate change and domestic energy is fuel poverty. Fuel poverty is defined as when a household spends more than 10% of its income on energy. Recent increases in energy costs have pushed more households into fuel poverty. In 2005, the Private Sector Housing Stock condition survey showed that 5% of the borough was in fuel poverty; and since then fuel bills have risen by 125%, making this figure more likely to be 8 – 10%. Without action to conserve energy this position is likely to deteriorate further. Three steps to tackling fuel poverty are to increase income, improve the energy efficiency of the building and to get the best deal from fuel suppliers for that resident.

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Improving energy efficiency also generates other benefits for low income families: reduced expenditure on fuel; a reduction in asthma cases; improved health and fitness; improved performance at school; and a reduction in crime and vandalism.

Grants are available for heating and insulation works for the private sector, from national, regional and local government. The CERT programme, funded by targets set against the Energy Companies, delivers a large amount of the funding for insulation measures, which can be used for both council owned and private sector housing. However the funding for solid wall properties is still small compared to the cost of installing it. Heating for private sector homes is available for vulnerable households; nationally the Warm Front scheme provides a grant for up to £2700 for households in receipt of benefits. Regionally the West London Warm Zones scheme offers free heating for households in receipt of benefits and for those properties with a SAP less than 35. In Harrow we currently have grants for households in the private sector, such as our No Excuses grant for vulnerable households, and our Heating Harrow Greener renewable energy scheme. For more information visit www.harrow.gov.uk/energy. More funding is set to come this way from central government to help tackle fuel poverty and the Mayor of London has agreed to proceed with the Low Carbon Zones programme. It is likely that this funding will be delivered by local authorities, so we need to demonstrate a clear commitment to fuel poverty and climate change, and have in place a strong infrastructure to show we will be able to deliver.

2.2 Indicators

There are three relevant National Performance Indicators: -

NI 186: Per capita CO₂ emissions in the LA area.

NI 187: Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating

NI 188: Adapting to climate change

2.3 What we will do

The following table shows the improvements we believe will need to be made over time:

Sector	% of housing stock	Average SAP rating		
		Current	2012 target	2020 target
Owner occupier	77	49	69 solid walls 83 cavity walls	91
Council owned	6	64		
Private renting	12	49		
Housing Association	4.4	?		
Other	0.6	?		

The above table assumes, as a minimum: -

- All lofts to be insulated by 2012
- All central heating systems to be equipped with condensing or micro CHP boilers, programmer and thermostatic radiator valves (TRVs) by 2012
- All cavity walls will be insulated by 2012
- All solid walls to be insulated by 2020 (mainly by internally dry-lining but with some exterior insulation where appropriate)
- All windows to be double-glazed by 2020. All new windows to be Class A double-glazed as a minimum.

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We will do this by:

- a) Encouraging all landlord/homeowners in the borough to install loft insulation to modern standards by 2012
- b) Encouraging all landlord/homeowners in the borough with property with cavity walls to install cavity wall insulation by 2012
- c) Provide technical and practical advice (directly and via the council's website) to builders, decorators and landlords/homeowners on options for installing insulation in houses that have solid walls.
- d) Providing advice to residents on how to reduce energy consumption in the home.
- e) Providing advice and grants to landlords and homeowners on opportunities for installing solar panels etc.
- f) Complete the fuel poverty strategy
- g) Promotion and education

3 Transport

3.1 Issue

Excluding aviation and shipping, emissions from transport accounts for 22% of all carbon emissions in London. This is from the following sources: - cars and motorcycles (49%); road freight (23%); ground-based aviation – taxiing etc. (11%); and the remainder is from public transport (trains, the underground, buses and taxis etc. – approx. 4% each).

Government legislation and technological advances mean that these emissions can be expected to fall as new vehicles become more fuel efficient. However it remains the case that most cars on the road do not meet current emission standards and a majority of car trips are for short distances and these will continue to be inefficient journeys as the vehicle will not be at optimum working temperature. These emissions also have significant adverse effect on air quality and public health.

The Mayor's Transport Strategy drives transport strategy in London.

The provision of Public Transport is primarily the responsibility of TfL (Transport for London) and the railway companies, with little input by the council.

Cycling and Walking are low-carbon forms of transport, which can also make a significant contribution to the well-being and general fitness of the individual. These will continue to be promoted and encouraged.

3.2 Indicators

NI 175: Access to services and facilities by public transport, walking and cycling

NI 176: Working age people with access to employment by public transport (and other specified modes)

NI 177: Local bus passenger journeys originating in the authority area

NI 186: Per capita CO₂ emissions in the LA area

NI 198: Children travelling to school – mode of transport usually used

The council has little or no influence over the first three of these indicators.

3.3 What we are doing/will do

- a) Prioritise, in the LDF, developments near to existing public transport facilities
- b) Change the public's behaviour by encouraging walking and cycling or the use of public transport will be an important priority.
- c) Support bus priority measures, and promote cycling and walking initiatives.
- d) Encourage school and workplace travel planning,
- e) As Resident Controlled Parking schemes are extended, parking permits for second and subsequent cars will continue to attract a premium. Free vehicle parking permits will continue to be available for environmentally friendly vehicles.
- f) Incorporate the General Purposes Development Order (October 2008) requirement that front garden hard standing be subject to planning permission.
- g) Investigate how to support the provision and expansion of car clubs.
- h) Promote the provision of electric vehicle charging points.
- i) Promote travel planning through the planning process
- j) Promotion and education

4 Water and Flooding

4.1 Issue

Climate change is expected to lead to two problems with water supply – periods of drought; and periods of heavy rainfall. Coupled with an anticipated growth in population and the number of households, there is likely to be pressure on the availability of water supply and more incidents of flooding.

Daily water consumption per head is relatively high in Harrow at 170 litres/head of population (cf. the national average of 150 litres/head).

Provision for reduced water consumption will be made progressively for new housing under planning and building regulations but, as with energy use, bringing down consumption in the existing housing stock will prove to be more difficult.

Partners:

Three Valleys Water – water supply

Thames Water – sewage treatment

Environment Agency

Mayor of London – e.g. Drain London project.

4.2 Indicators

NI 186: Per capita CO₂ emissions in the LA area

NI 188: Adapting to climate change

NI 189: Flood and coastal erosion risk management

4.3 What we are doing/will do

- a) The proposed Sustainable Design SPD encourages new developments to:-
- reduce water consumption per head of population;
 - increase the use of water harvesting to increase storage capacity for rainfall and reduce the use of potable water; and
 - include Sustainable Urban Drainage Schemes (SUDS) to control surface water run-off
 - ensure that new developments will not adversely affect the sewer system via controlled discharge, SUDS etc.
- b) The proposed Sustainable Design SPD will also address the problem of impermeable paving being used in front gardens. A new policy will now require that a minimum of one third of front gardens adapted for hard-standing must be permeable.
- c) Consult with the Environment Agency on any proposed developments within or near to flood plains.
- d) Include the Strategic Flood Risk Assessment (SFRA) as part of the LDF
- e) Implement a Surface Water Management Plan (SWMP) from the Flood & Water Bill.
- f) Encourage the public to install water meters to promote awareness of water usage and encourage minimisation.
- g) Promotion and education to builders, and the general public, via seminars and the website etc. of best practice in respect of reducing water consumption (e.g. dual flush toilets, low-flow showers and taps etc.) and the harvesting of rain and grey water.

5 Waste

5.1 Issue

The appropriate collection and disposal of waste has been a growing problem over the last few decades with volumes of waste growing and relatively poor recycling performance. In the UK a large proportion of municipal waste has been land-filled and this has resulted in the production of significant volumes of methane from landfill sites.

In recent years the European Landfill Directive and national legislation and regulations have resulted in a significant increase in recycling and composting and a corresponding decrease in the amount of waste being land-filled. By 2020, the amount of biodegradable municipal waste being land-filled by councils must reduce to 35% of the tonnage recorded in 1995.

In Harrow we have increased the amount we recycle and compost very significantly in recent years and expect to reach a rate of 42% in 2008/9 (the second highest rate in London). As part of the Local Area Agreement we aim to reach 50% by 2010.

Responsibility for waste disposal of municipal waste resides with the West London Waste Authority (WLWA) (which serves six councils in west London – Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond). A joint waste strategy was agreed in 2006 which is intended to meet the requirements of the Landfill Directive and the Waste and Emissions Trading (WET) Act.

5.2 Indicators

NI 191: Residual household waste per head

NI 192: Household waste recycled and composted

NI 193: Municipal waste land-filled

5.3 What we are doing/will do

- a) Publish a revised waste management strategy for the borough to increase further the amount of municipal waste we recycle and compost – to 50% by 2010.
- b) Work with WLWA and the other five constituent authorities to procure alternatives to the use of landfill for the disposal of residual waste. To ensure that the strategy maximises the opportunities for the production of renewable energy and that any process has a minimum energy efficiency of 65%.
- c) Work with WLWA to source a local Anaerobic Digestion (AD) plant for the processing of food waste.
- d) Produce a joint Waste Development Plan Document (DPD) with five other West London boroughs to identify sites for the treatment of waste within the west London area in accordance with the London Plan.
- e) Ensure that development sites produce Site Waste Management Plans to deal with the waste generated.
- f) Promotion and Education

6 Biodiversity and the Natural Environment

6.1 Issue

Climate change means that the seasonal weather patterns we are familiar with are changing. It is difficult to predict precisely what these changes will be but it seems clear that we will experience milder winters, earlier springs and warmer summers. Periods of drought or low rainfall will become more frequent as will instances of heavy, prolonged rainfall. There is also a significant danger that storms will become more frequent and of higher intensity. All this will have an effect on the natural environment and biodiversity.

Trees in the urban environment have the potential to reduce the heat island effect by providing shade and cooling. However the management of such trees needs to be carefully considered to ensure that they can survive in the sort of conditions that will exist.

Of particular concern in Harrow is the age of the current tree stock, much of which is coming to the end of its natural life and requires replacement.

The maintenance of trees is another issue. Proper cyclical maintenance helps to ensure the safety of the public and to prevent root damage to adjacent buildings. Production of wood chip is also a potential source of renewable energy.

6.2 Indicators

NI 197: Improved local biodiversity – active management of local sites

6.3 What we are doing/will do

- a) We have adopted a Biodiversity Action Plan, which we will review periodically to ensure that it responds to the changing climate.
- b) Publish an Allotment Strategy that addresses climate change and encourages allotment holders to adopt practices that encourage biodiversity (as part of the LDF).
- c) Publish a tree strategy that addresses climate change in terms of identifying species of tree that will be able to survive in the changing climate, ensuring that the number of trees helps to reduce the heat island effect, and that considers how tree waste can be used to help deliver a sustainable energy programme (as part of the LDF).
- d) Ensure that parks and open spaces have wild areas with reduced maintenance regimes to promote biodiversity (and reduce the carbon impact of maintenance functions)
- e) Consider establishing Environment/Information centres in Green Belt areas.
- f) Reduce the number of sites with seasonal bedding displays and replace with herbaceous planting that require less water, material and energy inputs and reduce transport impacts.
- g) Review hanging basket provision (for similar reasons).
- h) Ensure that all street refurbishment schemes include the provision of tree pits, where possible.
- i) Aim to increase the tree planting programme to plant 2000 trees each year
- j) Improve the maintenance of trees to mitigate the negative impact of stronger winds etc. and extend the life of the existing tree stock.
- k) Encourage residents and businesses to maintain gardens and planted areas in a manner that encourages wildlife
- l) Ensure that Biodiversity is considered as part of the planning process
- m) Where appropriate, use Section 106 Agreements to support the management of areas of important biodiversity

7 Food, Fair Trade and Sustainable Shopping

7.1 Issue

Agriculture and food production is an issue of growing concern in the climate change debate. Current intensive farming methods are oil dependant and produce a high carbon footprint associated with the use artificial fertilisers and the fuel used in production and transport.

Cotton growing accounts for 50% of the worldwide use of pesticides.

DEFRA data for 2006 showed that the UK was only 58% self-sufficient in food, with 90% of all fruit and 50% of all vegetables being imported. The carbon foot print from sourcing produce from other countries is high and is expected to rise in the future.

The diversion of food production into bio-fuels is one of the factors driving the destruction of rain forests and rising food prices.

The livestock industry produces a mix of greenhouses gas, especially methane. In 2006 the United Nations Food and Agricultural Organisation reported that emissions from livestock accounted for 18% of the human impact on the climate. One of the driving forces behind for clearance of rainforests has been to increase the production of crops for animal feed.

The UK Climate Impacts programme predicts that the average temperatures in the South East could rise by up to 5°C by 2050. This will effect the operation of the agricultural industry, as it will mean a certain crops will have longer seasons, but will affect what crops will survive and how we will sustain them with increased pressures on water resources. Today, two-thirds of water abstracted from the environment is used to irrigate crops. Higher temperatures will also increase threats from pests and disease.

Locally produced food, organic and fair-trade produce have lower carbon foot prints and could hold the key to reducing carbon emissions from food production.

There are no national targets for local authorities.

7.2 What we are doing/will do

- a. Provide educational materials for residents on the benefits of buying local sourced produce
- b. Support and promote the farmers market in Pinner.
- c. Provide educational materials for residents on how to grow their own vegetables
- d. Promote the use of allotments and gardens for growing food.
- e. Encourage people to shop locally.
- f. Promote the use of local delivery schemes from farmers in the South East region.
- g. Promote purchasing organic produce, which usually yields a lower carbon foot print
- h. Establish Harrow as a fair trade borough.
- i. Support schools and local community groups in encouraging them to grow their own crops, and to help them access funding such as the www.localfoodgrants.org
- j. Promote the use of using re-useable bags when shopping, and encourage local business to cut down on the amount of carrier bags they use.
- k. Promote the use of purchasing goods that can be re-filled and reused, and encourage businesses to use less packaging

8 Businesses and the Public Sector

8.1 Issue

Reducing the carbon emissions of local businesses and the public sector will be an important element in the delivery of this strategy. The commercial and public sector account for 33% of the total emissions in London, with the industrial sector accounting for an additional 7%. The Mayor's Climate Change Action Plan identifies 39% of the carbon savings needed to meet the 2025 London target can be met by reductions in this sector.

Energy usage accounts for most of the carbon emissions. In the 2006 London Energy and CO₂ inventory it showed that heating accounted for most of the energy usage at 36%, with lighting second at 26%, catering accounted for 11% and interestingly cooling only 6%, which is predicted to rise as the average summer temperature in the UK increases.

The London Climate Change Action Plan recommends that 50% of carbon savings can come from energy supply, with 25% coming from staff behavioural change, with 20% being sought from physical changes to the building.

In Harrow, business and non council owned public buildings produce 29% of the overall emissions. The 2006 Vitality Profiles cite that that they were 4,852 businesses registered in the borough in 2005. Analysis of 2004 Harrow data showing employment by sector, indicates that distribution/ hotels/ restaurants, banking/finance/ insurance and public administration/ education/ health sectors account for the biggest employment in the borough.

The demand for greener living has the potential to offer more employment in the borough. Improving a business's sustainability should also help it to: -

- Increase efficiency
- Reduce costs
- Increase profits
- Improve staff retention
- Raise the profile of the business
- Future proof it against legislation

The council already has contacts with the business community, i.e.

- Large Employer Network (LEN). i.e. major employers in the borough.
- Harrow in Business (HIB). Holds four meetings a year with the council. The meetings provide a route for discussions with SMEs. On average about 60 people attend each meeting.
- Business Improvement District (BID) for the town centre.

Sustainability issues have also been addressed in the "Enterprising Harrow" strategy.

To find out how Harrow corporately is reducing carbon emissions, please refer to section two.

8.2 Indicators

NI 186 – Reducing CO₂ emissions per capita in the LA area

8.3 What we are doing/will do

- a) Provide businesses with recycling services via our trade waste service

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- b) Provide, in partnership with the London Smart works programme a free energy, water and waste audit for SME's in the borough. The scheme will run from 2009 – 2011 and will deliver over 40 audits for businesses. The scheme includes a 6 months support service following the audit.
- c) Our partners in the public sector will be involved via the Sustainable Community Strategy, and through our action plan we will develop support service to help other public bodies reduce their carbon foot print
- d) Establish the Harrow Business Environment Exchange (Harrow BEE) that will be an information service for business to share knowledge and best practice on sustainable issues. The exchange will also hold seminars and work shops for businesses. The network will encourage business to apply for national green awards.
- e) Establish the Green Harrow Awards through Harrow BEE and the Smart works programme we will to raise awareness and reward good practice.
- f) Promote national programmes available for businesses, such as the Carbon Trust's interest free loans scheme for SME's.
- g) Encourage businesses to sign up to the Mayor of London's Green Procurement Code.

9 The Council's Footprint

9.1 Issue

This section deals with the council's staff, in-house and contracted out services, transport fleet and building stock – including schools.

The Carbon Reduction Commitment has been incorporated within the Climate Change Act and is legally binding programme on local authorities to cut their CO₂ emissions as a result of their own activities and the activities of their partners and contractors. The CRC starts in April 2010 and includes energy use in schools.

It is now a legal requirement to display a "Display Energy Certificate" – DEC – in each building, which is a large user of energy, showing the energy efficiency of the building. Harrow has completed surveys in the 62 buildings (that exceed the threshold) with an outcome ranging from B (energy efficient) to G (lowest grade). The DEC ratings show that 70% of the buildings surveyed are below the national average. There is therefore a clear need for investment in energy saving measures to bring them to the typical level or above.

Councils will also be required to join the European Carbon Trading System to purchase permits for producing carbon from April 2010. The price of carbon will be £12 a tonnes for the first three years and will then be established by a market mechanism. It is expected to increase to approx. £40 per tonne (The First Report of the Committee on Climate Change: Dec 2008, uses £40 as a long-term price). This will put additional financial pressure on the council. Thus, carbon reduction will be an important element in controlling the council's overall budget.

The council is a major employer and provider of services in the Borough. In providing these services in 2007/8 it used: -

Energy. The council uses energy in the following ways:

- **Heating, lighting and cooling etc.** (i.e. the civic centre, depot, schools, libraries etc).
 - 28,519,684 kilowatt-hours of electricity (of which approx. 40% was supplied by a green energy supplier)
 - 63,455,072 kilowatt-hours of gas

(This represented total expenditure of approx. £4.8m in 2007/8. Estimated expenditure in 2008/9 is approx. £6m).

The total carbon footprint for the above activities is estimated to have been 26,771 tonnes in 2007/8

- **Street lighting** accounted for 5,700,000 kilowatt-hours of electricity. This was supplied from a green energy supplier.

The total carbon footprint for the above activities is estimated to have been 0 tonnes in 2007/8 as this was supplied from a green energy supplier.

- **Transport**

The council uses petrol, diesel and LPG, directly in the provision of services such as refuse collection, schools transport, street cleaning, meals on wheels, etc

The council's private sector partners provide services such as highways maintenance, street lighting, building maintenance etc.

Council officers also use petrol, diesel and LPG in the provision of services to residents and businesses by the use of their own cars (for which the council makes mileage payments

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The total carbon footprint for the above activities is currently not known.

- Travel to Work.

The council's staff also use a variety of means to travel to and from work. At present we do not know what the carbon footprint for this activity is.

A Green Travel Plan for staff travel to work was undertaken in 2006. It established that 79% of staff travel to work by car. This Plan will be reviewed as part of this strategy.

Procurement

The council also buys in approx. £93m goods and services each year. At present we do not know what the carbon footprint is for these.

We have signed the Mayor's Green Procurement Code at the basic level.

Water

The council uses over 550,000 cubic metres of potable water each year for drinking, building services, street cleaning and washing, vehicle washing, and watering grass and flowerbeds (approx half of this is used by schools). This is all carbon-rich, high quality drinking (potable) water. The provision of water contributes an average of 2% of total energy use in the country. Reducing water usage – particularly potable water, would therefore contribute to an overall carbon reduction in the borough. Corporate expenditure on water is over £1m a year. This is expected to increase at greater than the rate of inflation.

In 2007/8 we also purchased approx. 175,000 litres of bottled water – 165,000 litres in reusable bottles for office water cooler machines and 10,000 litres in one-trip plastic bottles.

Waste

The total amount of waste produced by the council is not currently known: some premises use private contractors to collect their waste; the in-house refuse collection fleet is not currently equipped with on-board weighing equipment; and, the uptake of recycling is mixed.

Approx 425 cu.m of waste is collected by the in-house service each week from council premises. This is approximately equal to 11,000 tonnes per year. Of this approx. 38% is separately collected for recycling. Schools account for 70% of the total and recycle about 50% of their waste.

Recycling from offices mainly takes place at the civic centre and central depot sites.

9.2 Indicators

NI 185: CO₂ reduction from local authority operations

NI 188: Adapting to climate change

NI 193: Municipal waste land-filled

NI 194: Level of air quality

9.3 What we are doing/will do

- a) Establish our baseline carbon footprint.
- b) Complete DEC surveys for all properties over 50 sq. m by 2012

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- c) Plan to make an annual saving of 4.0% on our carbon footprint by targeting buildings that have high energy footprints and low thermal efficiency. (Note: this represents an annual saving of £240k at today's prices – excluding any carbon pricing)
- d) Plan to reduce our potable water consumption by 2.5% a year. This represents an annual saving of £25k at present day prices.
- e) Establish a corporate programme to identify: - how this reduction is to be achieved; how current investment plans will help to deliver the change; what action is needed to close any gap (e.g. the existing schools redevelopment programme will realise some reductions in energy use); and, how revenue savings can be used to pay for the necessary investment.
- f) Require all Cabinet reports to set out the environmental /climate change implications of the recommendation being made
- g) Introduce a system of carbon budgets to enable responsibility for meeting our targets to be delegated down to departments and managers.
- h) Formulate a publicity and education strategy for all levels of staff identifying training needs and awareness.
- i) Ensure that Climate Change is incorporated into the Sustainable Community Strategy.
- j) Ensure that the Community Risk Register includes climate change impacts
- k) Investigate how to reduce the amount of energy used in street lighting.
- l) Implement an office waste recycling scheme in all council buildings to recycle or compost 50% of the council's own waste by 2010.
- m) Agree a corporate policy on the use of recycled paper.
- n) Review our internal organisation to promote climate change initiatives across the council, its partners and residents
- o) Explore opportunities to establish a capital fund to implement energy saving projects
- p) Review the council's Green Travel Plan for staff travelling to work with a view to encouraging and providing incentives for more staff to utilise public transport, walking and cycling.
- q) Develop and implement a car parking policy that shows a steady reduction of parking availability at Council Offices.
- r) Agree a carbon reduction programme with our private sector partners (Enterprise and Kier)
- s) Achieve the GOLD standard for procurement under the Mayor's Green Procurement Code by 2012.
- t) Identify opportunities for improving the insulation of our existing building stock
- u) Ensure that all new corporate buildings comply with the BREEAM Excellent rating
- v) Identify opportunities for using renewable energy in all our buildings and land (including parks and open spaces, schools and playing fields etc.) i.e. solar energy, ground source heat pumps, wind turbines etc.
- w) Investigate the development and installation (with the private sector) of significant Combined Heat and Power Plants for council buildings, schools, adjacent housing and business use.
- x) Identify opportunities to reduce the carbon footprint of our direct transport fleet as the different service fleets are renewed.

Public consultation

This is your chance to comment on this draft Climate Change Strategy. The document will be subject to public consultation for a period of eight weeks (From Monday 2nd February 2009 to Sunday 29th March 2009). The council will consider a report on the issues raised during the consultation and may make changes as appropriate before adopting the document

The draft Strategy is available to view on the council website www.harrow.gov.uk and at public libraries throughout the borough

The document sets out a range of actions which the council is proposing to promote and deliver the necessary change in its own operations and in the wider community. It is not a programme of specific proposals and will need to be developed into a series of annual Action Plans to ensure that its objectives are delivered.

Any comments should be sent to:

London Borough of Harrow
Climate Change Strategy Consultation
Civic Centre
Station Road
Harrow HA1 2UZ



Meeting:	Cabinet
Date:	15 th January 2009
Subject:	London Councils – London Borough Grants Scheme 2009/10
Key Decision:	Yes
Responsible Officer:	Javed Khan Director of Community and Cultural Services
Portfolio Holder:	Cllr Chris Mote Portfolio Holder for Community and Cultural Services
Exempt:	No
Enclosures:	London Councils – Chief Executives’ Circular Appendix 1 -Grants Committee Income and Expenditure Budget 2009/10 Appendix 2 - Borough Subscriptions 2009/10

Section 1 – Summary and Recommendations

This report sets out the proposals received from the London Councils Grants Committee for expenditure in 2009/10.

Recommendations:

Cabinet is requested to consider the proposals for expenditure and give a formal response to the recommendation.

Reason: (For recommendation)

The London Borough Grants Scheme informed the Borough through a circular dated 13th November 2008 of the recommended budget for 2009/10.

Section 2 – Report

Background

London Councils are required to contribute to any London Boroughs Grants Scheme expenditure, which has been incurred with the approval of a least two-thirds of the constituent Councils. Contributions are, under Regulation 6 (8) of the Levying Bodies (General) Regulations 1992, to be proportionate to constituent Councils' populations. For 2009/10 the apportionment is based on the ONS (office for National Statistics) mid-year estimates for 2007 in accordance with Section 48 (4) Local Government Act 1985, which states that "the population of any areas shall be taken to be the number estimated by the Registrar General and certified by him to the Secretary of State by reference to such date as the Secretary of State may from time to time determine."

The London Councils Grants Committee considered proposals for expenditure in 2009/10 at its meeting on 10th November 2008. The Leaders' Committee concurred with the Grants Committee's recommendations on 11th November recommending to constituent Councils that the overall expenditure in 2009-10 should be £30,118,000 comprising:

Grants:	£28,400,000
Administrative Expenditure	£1,718,000

Income would comprise:

European Social fund Grant	£2,000,000
Interest and balances:	£1,788,000
Borough Contributions:	£26,330,000

The budget must be agreed by two-thirds of constituent Councils before 1st February 2009. If it is not, the overall level of expenditure will be deemed to be the same as that approved for 2008/9.

Options considered

None

Current situation

The expenditure for 2008-09 was set at £26,350,394. Harrow Council's contribution this year has been £752,708

Why a change is needed

The London Councils Grants Committee considers their proposals for expenditure annually. Local authorities are invited to provide a formal response to these recommendations by Friday, 16th January 2009.

Recommendation

Cabinet is asked to consider the proposals for expenditure and give a formal response to the recommendation.

Resources, costs and risks

Harrow's contribution for 2009-10 will be £747,865. This will result in a reduction in the borough's contribution of £4,843.

Staffing/Workforce

There are no staffing or workforce implications.

Equalities Impact

Not applicable.

Legal Comments

There are no legal implications.

Community Safety

Not applicable.

Financial Implications

This will result in a net reduction in expenditure of £4,843. The Councils annual contribution to the LBGS is built into the base budget.

Performance Issues

There are no direct performance issues.

Section 3 - Statutory Officer Clearance

Name: Jennifer Hydari	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 17//12/08		
Name: Helen White	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 17/12/08		

Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input checked="" type="checkbox"/>	Divisional Director (Strategy and Improvement)
Date: 17/12/08		

Section 5 - Contact Details and Background Papers

Contact: Kashmir Takhar, Interim Head of Service, Community Development

Background Papers: London Councils Chief Executives' Circular

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Chief Executives' Circular

To:	Borough Chief Executives	Cc:	
Date:	13th November 2008	Ref. no:	24/08
Contact:	Ian Redding	Telephone:	0207 934 9802
Email:	ian.redding@londoncouncils.gov.uk	Response Date:	Friday 16 th January 2009

London Boroughs Grants Scheme 2009/10 expenditure

Dear Colleague

Summary: This circular informs borough Chief Executives of the recommended level of London Councils Grants Committee budget for 2009/10, and seeks a formal response to that recommendation by Friday 16 January 2009.

The London Councils Grants Committee considered proposals for expenditure in 2009/10 at its meeting on 10 November 2008. The Leaders' Committee concurred with the Grants Committee's recommendations on 11 November 2008.

The following recommendation is now made to constituent councils.

Overall level of expenditure of £30,118,000 comprising:

Grants - £28,400,000

Administrative Expenditure - £1,718,000

Income would comprise:

European Social Fund grant - £2,000,000

Interest and balances - £1,788,000

Borough contributions - £26,330,000

The context in which this recommendation is made is set out in the reports to Grants Committee on 10 November 2008 and to the Leaders' Committee on 11 November 2008, concerning London Borough Grants Scheme, Budget Proposals 2009/10. The overall level of borough contributions to the Scheme that is recommended for 2009/10 represents a 0.07% decrease compared with the current year. An outline of the budget, which was presented as Appendix 1 to the reports, is attached.

As you are aware, constituent Councils are required to contribute to any London Boroughs Grants Scheme expenditure, which has been incurred with the approval of at least two-thirds of the constituent Councils. Contributions are, under Regulation 6(8) of the Levying Bodies (General) Regulations 1992, to be proportionate to constituent Councils' populations. For 2009/10 the apportionment is based on the ONS mid-year estimates for 2007 in accordance with Section 48 (4) Local Government Act 1985, which states that "the population of any areas shall be taken to be the number estimated by the Registrar General and certified by him to the Secretary of State by reference to such date as the Secretary of State may from time to time determine." The total contribution required from each constituent Council for 2009/10 is shown in the total column for the year 2009/10 of the attached schedule, which was presented as Appendix 2 to the Committee reports.

I would remind you that further to the Grants to Voluntary Organisations (Specified Date) Order 1992 (which came into effect on 2 November 1992 and remains in force), the budget must be agreed by two-thirds of constituent Councils before 1 February 2009. If it is not, the overall level of expenditure will be deemed to be the same as that approved for 2008/09. I would therefore be grateful if you would advise me of your authority's formal response to the recommendation as soon as possible and certainly by no later than Friday 16 January 2009 (as required under section 7.5 of the Grants Scheme). If you are unable to meet this deadline, please let me know.

Yours sincerely

A handwritten signature in black ink that reads "John O'Brien".

John O'Brien
Chief Executive

Grants Committee Income and Expenditure Budget 2009/10

Appendix 1

Expenditure	Revised Budget 2008/09 £000	Growth/ Reduction £000	Base Budget 2009/10 £000	Inflation £000	Original Budget 2009/10 £000
Payments in respect of Grants					
London Councils Grants Programme	24,400	0	24,400	0	24,400
European Social Fund	4,000		4,000		4,000
Sub-Total	28,400	0	28,400	0	28,400
Operating (Non-Grants) Expenditure					
Contractual Commitments					
External audit fees	16	0	16	0	16
CoL Finance/Payroll/Legal SLA	14	4	18	1	19
Maintenance of GIFTS Grants payments system	21	0	21	1	22
	51	4	55	1	56
Salary Commitments					
Officers	953	6	959	24	983
Members	26	0	26	1	27
	979	6	985	25	1,010
Discretionary Expenditure					
Staff training/recruitment advertising	47	0	47	0	47
Staff travel	9	0	9	0	9
Supplies and service	131	0	131	0	131
Contribution of London Funders Group	4	0	4	0	4
Research	86	0	86	0	86
	277	0	277	0	277
Total Operating Expenditure	1,307	10	1,317	26	1,343
Central Recharges	415	-49	366	9	375
Total Expenditure	30,122	-39	30,083	35	30,118
Income					
Core borough subscriptions					
Contribution to grant payments	24,900	0	24,900	0	24,900
Contribution to non-grants expenditure	1,450	-20	1,430	0	1,430
	26,350	-20	26,330	0	26,330
Other Income					
ESF Income	2,000	0	2,000	0	2,000
Interest on Balances	150	18	168	0	168
	2,150	18	2,168	0	2,168
Transfer from Reserves	1,620	0	1,620	0	1,620
Central Recharges	0		0		0
Total Income	30,120	-2	30,118	0	30,118
Net Expenditure	2	-37	-35	35	0

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APPENDIX 2

Borough Subscriptions 2009/10

ONS Mid-2006 Estimate of Population ('000)	%	2008/9 Borough Contribution (£)		ONS Mid-2007 Estimate of Population ('000)	%	2009/10 Borough Contribution (£)	Difference (£)
Inner London							
227.5	3.03%	797,955	Camden	231.9	3.07%	808,154	10,199
7.8	0.10%	27,358	City of London	8.0	0.11%	27,879	521
222.6	2.96%	780,768	Greenwich	223.1	2.95%	777,487	-3,281
208.4	2.77%	730,962	Hackney	209.7	2.78%	730,789	-173
171.4	2.28%	601,184	Hammersmith and Fulham	172.5	2.28%	601,150	-35
185.5	2.47%	650,640	Islington	187.8	2.49%	654,469	3,829
178.0	2.37%	624,334	Kensington and Chelsea	178.6	2.36%	622,408	-1,926
272.0	3.62%	954,038	Lambeth	273.2	3.62%	952,081	-1,957
255.7	3.40%	896,866	Lewisham	258.5	3.42%	900,853	3,987
269.2	3.58%	944,217	Southwark	274.4	3.63%	956,263	12,046
212.8	2.83%	746,395	Tower Hamlets	215.3	2.85%	750,304	3,910
279.0	3.71%	978,591	Wandsworth	281.8	3.73%	982,052	3,461
231.9	3.09%	813,388	Westminster	234.1	3.10%	815,821	2,433
2,721.8	36.23%	9,546,695		2,748.9	36.38%	9,579,709	33,014
Outer London							
165.7	2.21%	581,192	Barking and Dagenham	165.7	2.19%	577,452	-3,740
328.6	4.37%	1,152,562	Barnet	329.7	4.36%	1,148,980	-3,583
221.6	2.95%	777,261	Bexley	222.1	2.94%	774,002	-3,259
271.4	3.61%	951,934	Brent	270.0	3.57%	940,930	-11,004
299.1	3.98%	1,049,091	Bromley	300.7	3.98%	1,047,917	-1,174
337.0	4.49%	1,182,025	Croydon	339.5	4.49%	1,183,132	1,107
306.4	4.08%	1,074,696	Ealing	305.3	4.04%	1,063,948	-10,748
285.3	3.80%	1,000,688	Enfield	285.1	3.77%	993,552	-7,136
225.7	3.00%	791,641	Haringey	224.7	2.97%	783,063	-8,579
214.6	2.86%	752,708	Harrow	214.6	2.84%	747,865	-4,843
227.3	3.03%	797,253	Havering	228.4	3.02%	795,957	-1,296
250.0	3.33%	876,873	Hillingdon	250.7	3.32%	873,671	-3,203
218.6	2.91%	766,738	Hounslow	220.6	2.92%	768,774	2,036
155.9	2.08%	546,818	Kingston upon Thames	157.9	2.09%	550,270	3,451
197.7	2.63%	693,431	Merton	199.3	2.64%	694,545	1,114
248.4	3.31%	871,261	Newham	249.6	3.30%	869,837	-1,424
251.9	3.35%	883,538	Redbridge	254.4	3.37%	886,565	3,027
179.5	2.39%	629,595	Richmond upon Thames	180.0	2.38%	627,286	-2,309
184.4	2.45%	646,782	Sutton	185.9	2.46%	647,847	1,066
221.7	2.95%	777,611	Waltham Forest	222.3	2.94%	774,699	-2,913
4,790.8	63.77%	16,803,699		4,806.5	63.62%	16,750,291	-53,408
7,512.6	100.00%	26,350,394	Totals	7,555.4	100.00%	26,330,000	-20,394

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