

Cabinet AGENDA

DATE: Thursday 21 July 2011

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP

Chairman: Councillor Bill Stephenson (Leader of the Council and Portfolio Holder for Finance and Business Transformation)

Portfolio Holders:

Bob Currie	Housing
Margaret Davine	Adult Social Care, Health and Wellbeing
Keith Ferry	Planning, Development and Enterprise
Brian Gate	Schools and Colleges
Mitzi Green	Children's Services
Graham Henson	Performance, Customer Services and Corporate Services
Thaya Idaikkadar	Property and Major Contracts
Phillip O'Dell	Environment and Community Safety
David Perry	Community and Cultural Services

(Quorum 3, including the Leader and/or Deputy Leader)

Contact: Daksha Ghelani, Senior Democratic Services Officer
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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 - 22)

That the minutes of the Cabinet meeting held on 22 June 2011 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 JULY 2011 - 31 OCTOBER 2011 (Pages 23 - 34)

7. REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE OR SUB-COMMITTEES

- (a) Progress on Scrutiny Projects: (Pages 35 - 36)

For consideration

GENERAL

8. **ANNUAL HEALTH AND SAFETY REPORT 2010/11** (Pages 37 - 72)

Report of the Assistant Chief Executive.

- KEY** 9. **PROCUREMENT OF TEMPORARY AGENCY WORKER SERVICES**
(Pages 73 - 90)

Report of the Assistant Chief Executive.

10. **STRATEGIC PERFORMANCE REPORT (Q4)** (Pages 91 - 142)

Report of the Assistant Chief Executive.

11. **RESPONSE TO RECOMMENDATIONS MADE IN THE STANDING SCRUTINY REVIEW OF THE BETTER DEAL FOR RESIDENTS PROGRAMME - INTERIM REPORT, PROJECT MANAGEMENT** (Pages 143 - 176)

Report of the Assistant Chief Executive.

12. **MOTION REFERRED TO EXECUTIVE - LONDON GRANTS** (Pages 177 - 178)

FINANCE/GENERAL

- KEY** 13. **INTEGRATED PLANNING 2012/13 TO 2016/17** (To Follow)

Joint Report of the Interim Director of Finance and Assistant Chief Executive.

CHILDREN'S SERVICES

- KEY** 14. **SCHOOL EXPANSION PROGRAMME** (Pages 179 - 194)

Report of the Corporate Director Children's Services.

COMMUNITY AND ENVIRONMENT

- KEY** 15. **MOLLISON WAY, QUEENSBURY - STREETS FOR PEOPLE SCHEME**
(Pages 195 - 218)

Report of the Corporate Director Community and Environment.

PLACE SHAPING

- KEY** 16. **HARROW GREEN GRID** (Pages 219 - 230)

Report of the Corporate Director Place Shaping.

KEY 17. SECOND PHASE PROPERTY DISPOSAL PROGRAMME 2011/12
(Pages 231 - 246)

Report of the Corporate Director Place Shaping.

18. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

19. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
20/21.	Procurement of Temporary Agency Worker Services/Second Phase Property Disposal Programme 2011/12 - Appendices	Information under paragraph 3, relating to the financial or business affairs of any particular person (including the authority holding that information).

AGENDA - PART II

20. PROCUREMENT OF TEMPORARY AGENCY WORKER SERVICES
(Pages 247 - 254)

Appendix 2 to the report of the Assistant Chief Executive at item 9.

21. SECOND PHASE PROPERTY DISPOSAL PROGRAMME 2011/12
(Pages 255 - 260)

Appendix 1 to the report of the Corporate Director Place Shaping at item 17.

*** DATA PROTECTION ACT NOTICE**

The Council will record items 4 and 5 (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.

Publication of decisions	Friday 22 July 2011
Deadline for Call in	5.00 pm on 29 July 2011
Decisions implemented if not Called in	30 July 2011

CABINET MINUTES

22 JUNE 2011

Chairman:	* Councillor Bill Stephenson	
Councillors:	* Bob Currie	* Graham Henson
	* Margaret Davine	Thaya Idaikkadar
	* Keith Ferry	* Phillip O'Dell
	* Brian Gate	† David Perry
	* Mitzi Green	
In attendance: (Councillors)	Kam Chana	Minute 229
	Susan Hall	Minute 229
	Paul Osborn	Minute 229

- * Denotes Member present
- † Denotes apologies received

225. Declarations of Interest

RESOLVED: To note that there were no declarations of interests.

226. Minutes

RESOLVED: That the minutes of the special meeting held on 17 May and of the ordinary meeting held on 19 May 2011, be taken as read and signed as a correct record.

227. Petitions

RESOLVED: To note that no petitions were submitted.

228. Public Questions

RESOLVED: To note that the following public questions had been received:

1.

Questioner: Mrs Marilyn Ashton

Asked of: Councillor Keith Ferry, Portfolio Holder for Planning, Development and Enterprise

Question: "In the Draft Site Allocations Document, which is part of the LDF Consultation May 13 through June 24, 2011, it makes reference to Site H23 Anmer Lodge and Stanmore Car Park, The Broadway, Stanmore. In paragraph 5.55 it states that 'In 2010 the Council commissioned Savilles to prepare a brief of options for the comprehensive redevelopment of the car park and former care home site'. Has this piece of work been completed?"

Answer: Yes, this piece of work was completed in March 2010.

Supplemental Question: Is it not the case that the Council is putting the vitality of Stanmore District Centre at greater risk by allowing for those with a commercial interest to inform the type of development on a site rather than engaging with the residents of Stanmore by way of a meaningful consultation and in the spirit of localism, and to then adopt a planning brief?

Supplemental Answer: In September 2009 Savilles were commissioned to prepare a Planning Brief for the combined Anmer Lodge and Stanmore Car Park site, "to assist marketing process and inform the discussions with potential development partners".

The intention at that time, having identified this location as a significant development opportunity, was to ensure that the Council would be positioned to embrace an improving commercial market in the context of nationwide recession.

It was only recently that officers felt confident in advising that marketing of the site could be taken forward in a positive way.

Early indications from the agents are that the market has responded positively to the advertised opportunity.

The essential planning requirements established in the marketing brief, are reflected in the draft site allocations Development Plan Document which you referred to, currently subject to public consultation.

The adoption of the DPD is expected in November 2012. This will give considerable weight to the Council's requirements for the site and establish the planning parameters that would be used to determine planning applications relevant to this location.

This Administration is committed to bringing forward exciting and innovative proposals for this key site. We will only allow appropriate development at Stanmore District Centre. Every planning document that the Council produces is subject to extensive public consultation and, when it is decided that this site should be marketed, the Council will ensure that the people of Stanmore are consulted.

2.

Questioner: Mark Gillham, Chief Executive, Mind in Harrow

Asked of: Councillor Margaret Davine, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: "Will the Council Cabinet commit to these six pledges to improve mental health social care services for Harrow residents for the duration of its term in power?"

- 1) Make mental health a priority across the Council;
- 2) Make personal budgets for people with mental health problems more equitable and accessible by investing properly in its infrastructure;
- 3) Conduct a thorough and detailed impact assessment of the Draft Contributions Policy for people with mental health problems;
- 4) Increase mental health service user engagement in monitoring the Discretionary Freedom Pass Policy, Personalisation and Contributions Policy implementation;
- 5) Transform the culture of services with NHS partners to create a genuinely recovery-orientated and preventative approach for Harrow residents rather than the current predominately medical approach.
- 6) Maintain a fair assessment process and eligibility criteria for people with mental health problems applying for the Freedom Pass."

Answer: Whilst I could say “Yes” to all, I would like to respond a bit more in detail.

The administration has put mental health as a top priority for adult social care in this year and we will continue to work with partners and strive for improvements.

On personal budgets, the Council has performed well, particularly in relation to personalisation of social care and the provision of personal budgets to date. It is true that at the beginning of last year I did find that there was less focus on Mental Health than in any other place and I have tried to address that. We have achieved 33%, which is positive in comparison to other boroughs and surrounding areas and in the coming year, the Council is aiming to be amongst the best performers in London.

The Council has invested in the provision of mental health infrastructure, for instance the provision of a brokerage pilot which is covered in our Section 75 agreement. Whilst I could say that the Council needs to improve, get better and do more, I believe that we should continue to work with partners as we try to increase the number of personal budgets to people with mental health problems.

In relation to the draft Contributions Policy for all social care users, the Council is not conducting a separate impact assessment but mental health is a strand going through that and it is a multi agency group which includes representatives from the Mental Health community.

If you do not feel there is a large enough contingent of Mental Health representatives on any of our Equality Impact Assessments the Council is carrying out through consultation, we would be happy to have more but there are people from Mental Health involved. The Equality Impact Assessment is a live document up until September and which is being monitored by the multi agency group to ensure that the process is reversed. Impacts from any proposed changes will be presented to Cabinet later in the year. I would re-iterate that if you feel that we are thin on the ground in that group with Mental Health representatives, we would be very happy to have some more.

With regard to the Discretionary Freedom Pass, the Council is committed to engaging service users and residents in the way it plans, delivers and monitors services. We have arrangements in place and have

consulted widely on all areas of development including personalisation and contributions. We have a strong relationship with the Social Care Action Group (SCAG) who is working on this area and they will continue to be influential. The Group will not be disbanded even when the consultation finishes and the Council is committed to continue to build on that engagement.

Transforming the culture of services with NHS partners to move to a genuinely recovery orientated and preventative approach is something I am extremely keen on and want to see happen, rather than people who begin with low mental health problems getting involved in medical solutions and drug therapy and sometimes that can lead to more problems rather than not. So I am very keen to make sure that that happens and I will work with our partners within the NHS but I cannot be responsible for the direction they go in. I think CNWL is very keen at the moment to move towards more recovery and reablement, which is at the heart of our own approach. The work we are doing with social care users is aligned with the recovery model for people, and I believe that it will under-pin the way we take that work forward in the future.

Additionally, the Council has recently contracted for a new independent organisation to manage the discretionary Freedom Pass application process and the contractor has been brought in so that we have a real professional look at those people with more complex needs than apply for the straightforward travel concessions.

The Council will continue to monitor this service with random sampling to ensure that the standards are achieved.

Supplemental Question: I really welcome the Council's commitment to Mental Health being a priority and also Mental Health personalisation you say being one of the best in the country this year. So my question is, how much of the £2.1m that the Council is legally obliged to spend on adult social care, will be invested in Mental Health personalisation?

Supplemental Answer: In the area in which I am currently working (increasing personalisation of budgets for Mental Health Users), it is with our Section 75 partners, CNWL, and they have to be ready to take people on. I am hoping this works and I will get back to you.

3.

Questioner: Neil Smith

Asked of: Councillor Bill Stephenson, Leader and Portfolio Holder for Finance and Business Transformation

Question: “Harrow Council has issued 2,703 National Disabled Freedom Passes, one of the lowest in London, and has issued the lowest number of National Disabled Freedom Passes and Discretionary Freedom Passes combined compared to other NW London boroughs (Ref: Transport for London data, May 2010). Are Councillors aware how empowering it is having a Freedom Pass for people with mental health problems, such as me, and how imprisoning and costly to social care services in the long-term if withdrawn?”

Answer: Yes, we do. I too am a Freedom Pass holder and realise how much a Freedom Pass empowers people.

Harrow indeed has issued 2,703 National Disabled Freedom Passes. We are not the lowest in London, we are about the 8th or 9th lowest but we also issued 1,623 Discretionary Freedom Passes and that is actually the highest number in all of the London Boroughs, with only two others apart from Harrow issuing more than 1,000 and 12 out of 32 of the Councils have issued less than 25 such passes. So I think your question really applies to the National Disabled Freedom Passes.

These are assessed against national criteria over which Harrow has no control. The Council has recently procured, as Councillor Davine was mentioning, a contractor to carry out mobility assessments against the national criteria which will improve our service further and we have brought all the concessionary fares into one form. Harrow issues less National Disabled Freedom Passes than some other Councils. There is no specific reason why this should be so and if you take the number of Freedom Passes and the number of residences and take the proportion, we are roughly the same as other London boroughs. We are aware that not all boroughs adhere to the criteria and guidance which is of course an audit requirement and, as part of our planned review; we found that many of our qualifying candidates for National Disabled Freedom Passes were also over the age of 65. Therefore, to stop them having to be reviewed, we just assess them as an “over 65” once and that may be another reason why the award of passes is rather lower than elsewhere.

There is no monetary difference in the way the passes are categorised and our strategy is to minimise the inconvenience for the customer. However what is clear, as far as I am concerned, is that Harrow Council is ensuring that any genuine applicant gets their relevant travel concession regardless how it may be categorised.

Supplemental Question: Can the Portfolio Holder reassure residents that the new fair and transparent assessment form and process for concessionary travel, designed between the Finance Directorate and Adult Service Consultation Steering Group, will be adopted by Access Harrow and Reablement Services?

Supplemental Answer: As far as I am concerned, we have negotiated and discussed this with the stakeholders, residents and people like yourself. The Council will be going ahead with that form and I have no reason to think that the Council would want to change it. However, the Council will look at it again once the form is in use. We will be starting to do that in a couple of months.

4.

Questioner: Alan Brown (asked by Jayshree Shah)

Asked of: Councillor Margaret Davine, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: "In Care Quality Commission 'Community based care patient survey 2010' (ref: CQC website) CNWL NHS Foundation Trust scored in the lowest 20% of trusts in the country in helping service users 'find or keep work'. What is the Council doing to improve Harrow's performance of employment related support for people with mental health problems through the day services review?"

Answer: The survey you speak of does not just relate to Harrow. It relates to the whole Trust, so it is all the areas supported by organisation and it is all the areas of the Trust within Harrow, which includes the hospitals, etc. The survey asks 48 questions, and it covers all the areas.

CNWL score for the question "Have you received enough help from anyone in mental health services with finding or keeping work?" is 63, which places it in the middle 60s, not in the bottom 20%. So I do not agree with the premise of your question. I would be happy to go through the report with you afterwards, I do have it with me, or at some other time to see exactly where that fits.

However, I must say that it is really important that we do work to help people with mental health problems into employment. So it is not that I do not feel that is a priority, it is just that I do not see that that report is actually saying what you thought it was.

5.

Questioner: Raksha Pandya, Mind in Harrow

Asked of: Councillor Margaret Davine, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: “In Care Quality Commission 'Community based care patient survey 2010' (ref: CQC website) overall CNWL NHS Foundation Trust scored as one of the worst performing trusts in the country 'on the care they have provided to patients in past 12 months' (ref: Patient survey report 2010). In addition, CNWL scored the lowest across all its own service areas on 'day to day living' support, a Council responsibility. When will the Council invest in the infrastructure for personal budgets for people with mental health problems to rectify this low performance?”

Answer: To save time, I will not say what I did about the report again but, once again, I would acknowledge that the Council has got a lot of work to do in this area. However, the score for the question: “Overall, how would you rate the care that you have received from Mental Health Services in the past 12 months?” is 69, so again it is not in the bottom 20%. There are six questions that relate to “Day to Day living” and CNWL score within the middle 60% in five of these questions. So again, I am very happy to sit down with you to discuss the report and see where you think I might be reading it wrong or otherwise.

The Council does have a challenging target to increase, of which personalisation is that will help most people. As mentioned previously, the Council will be working on that and raise its profile that in the Mental Health area.

Supplemental Question: Currently there is no independent source of information, advice and support for mental health service users to know their rights and understand the complex personal budget system. What will the Council do to ensure this situation is improved?

Supplemental Answer: I think we have a good support service explaining personal budgets in general and I will certainly look and work with Chief Executive of Mind in Harrow to see if we

can extend that to be more specific in directing it towards Mental Health service users.

229. Councillor Questions

RESOLVED: To note the following Councillor Questions had been received:

1.

Questioner: Councillor Paul Osborn

Asked of: Councillor Bill Stephenson, Leader of the Council and Portfolio Holder for Finance and Business Transformation

Question: Why are you transferring £2.1 million that you are legally obligated to spend on Adult Social Care into the Transformation and Priority Initiatives Fund, to be spent at the discretion of the Leader?

Answer: There is a reasonably simple answer. The Government publicly stated in its funding settlement for local authorities that no Council would suffer a cut in funding in 2011/12 of more than 8.9% and the Rt Hon. Eric Pickles MP, Secretary of State for Communities and Local Government, in his calculation, specifically included the funding that it had directed towards PCTs to pay to local authorities for Social Care, which in our case was £2.6m.

The expectation of NHS London was, and is, that this money should be passed over to Local Authorities in full and it should be used to meet the costs of existing social care provision and not to fund new and additional services.

The £2.6m due to Harrow Council from the PCT was not included in the Council's 2011/12 budget approved in February because of the uncertainty over the PCT's finances and whether the money would indeed actually be transferred to the Council. The rising costs of existing Adult Social Care provision, for example the demographic growth of £1.5m and the contingency of £1m for 2011/12, were met by other funding sources of the Council in drawing up the budget.

Had the Council known at the time that the money and how much would be forthcoming from the PCT it would have used it to fund the Adult Social Care budget and used the Council's own funding allocation for other purposes.

In fact, by building the costs of Adult Social Care provision in to our base budget, we have a more sound and sustainable funding strategy as the PCT money has only been allocated to the Council for a 2 year period and this is essentially of two one-off payments. There is no guarantee or commitment from the government that this will be continued.

Having successfully negotiated a Section 256 Agreement with the PCT and received the £2.6m, we immediately gave the PCT £0.5m back to help it meet its social care provision, which of course, is our social care provision as well. This is a measure of the close and good working relationship we continue to have with the PCT.

This leaves us with the £2.1m that your question refers to. What we are actually doing is putting that money into the Adult Social Care budget and taking out £2.1m of the Council's own funding allocation that had been put into the budget originally.

I am advised that what we are doing is legal, to answer your question. I believe that it is totally consistent with our budget setting and it is in line with what many other councils are doing.

Supplemental Question: Are you aware that that is not what the recommendation says? The recommendation explicitly says to take the money from the PCT and put it into the Transformation and Priority Initiatives Fund. Are you further aware that the agreement that you sign or that the Chief Executive, the Interim Director of Finance and the Director of Adults and Housing signed with the PCT on 30 March, after the budget setting, said and I quote "funding will be used to meet the rising costs of existing social care and not fund new and additional services outside of Adult Social Care". Were you further aware that in the budget that we passed in March it explicitly talks about this £2.6m and says how the Council hopes to spend that money on Adult Social Care?

Supplemental Answer: That is exactly what we are doing. You are absolutely right that the recommendation we have in the papers is incorrect and we have an amended version which I have asked to be done.

2.

Questioner: Councillor Paul Osborn

Asked of: Councillor Bill Stephenson, Leader of the Council and Portfolio Holder for Finance and Business Transformation

Question Could you give some specific examples of the sort of projects you hope to fund with the newly established £2.5 million Transformation and Priority Initiatives Fund?

Answer: The general guidelines for use of the Transformation and Priority Initiatives Fund are given in paragraph 5 of the report on page 88 of the Cabinet agenda. However, it is early days yet as a major part of the fund still requires approval of the Council.

Areas which are under active consideration include some support for a bid to the Mayor's Outer London Commission Town Centre Initiative, a £50m fund; a one-off further development of the web both to increase channel migration and for more efficient methods for customers to transact business with us as well as improving our ability to engage with residents through the web.

Another possible example to fund a project to help modernise the terms and conditions of our staff and to fund further voluntary redundancy schemes in support of Invest to Save schemes.

Of course, as we embark on the second phase of Transformation and set about our budget and medium term planning process for 2012/13 and beyond, there are likely to be a number of other such initiatives that will undoubtedly require up front funding to enable us to make significant cost savings in the future. Any proposals will be very carefully vetted before being approved. Any use of the fund as indicated will be reported in the next quarterly Monitoring Report to Cabinet.

Supplemental Question: Given that you have now admitted that the recommendation on the Cabinet report is wrong, could you tell me where the Equality Impact Assessment is for taking the money out of the Adult Social Care budget and what regard you have given to your equality duty under the Equalities Act if you spend this money on anything other than Adult Social Care?

Supplemental Answer: The Council is not taking any money out of the Social Care budget but, putting in the money, which if we had known we were going to get, we would have put in at the time. The Council had to get extra money from elsewhere when setting the budget to put in to protect Social Care. The Council now has that money and is able to put that into the Social Care budget. The money we release will help us to fund schemes, such as Invest to Save and voluntary redundancy; and that includes from Social Care, it could include from Children's or from Community and Environment.

3.

Questioner: Councillor Susan Hall

Asked of: Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety

Question: What are you doing to promote the Council's 'Adopt a Bed' scheme in the months ahead?

Answer: Promotional material is available throughout the Council, including its libraries. Officers will continue to follow up enquiries made by residents and stakeholders as result of our publicity.

Supplemental Question: What new and innovative plans do you have for similar environment boosting schemes over the next 3 years?

Supplemental Answer: It is as the Leader has pointed out above and the administration is setting up funding for this. I have also asked officers to come forward with schemes. The Council has got some quite successful other schemes, such as the sponsorship of roundabouts, of which there are 35 going ahead.

4.

Questioner: Councillor Susan Hall

Asked of: Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety

Question: The 2011/12 budget suggests nearly £1.7 million of savings will be made from the Environment Department over the next year, as well as nearly £2 million of 'transformation savings'. Now this budget is being enacted, can you provide a more comprehensive breakdown than what appeared in the budget papers of the nature and detail of these savings?

Answer: Firstly, I would like to make it clear to Members that the savings that Councillor Hall has mentioned come from both the Community and Cultural Services Portfolio not just the Environment Portfolio. The savings of £1.7m mentioned includes £1.1m from West London Waste Authority. This is a one-off distinct expenditure saving on precepts and levies. This leaves £0.6m of other savings of which almost £0.5m is income related.

Secondly, I should cover the £2m transformation savings of which only £1.3m relates to the Environment department. £200,000 of this has already been achieved by negotiating the Trading Standards service provided in conjunction with the London Borough of Brent. £700,000 relates to the Public Realm Transformation Programme, which is being deploying new technology and operating practice. £300,000 relates to a Property Review, which is currently in progress. The remaining £700,000 relates to the Libraries RFID case and is on track to being achieved.

Supplemental Question: I can remind you of course, that you used to say “look around Harrow, it is shabby, streets are not swept properly”, “potholes in the road, unmended and broken pavements” and you said that you were going to, in your manifesto pledge, concentrate investment on more resources to improve road sweeping pavements and potholes. What money are you actually putting in to accommodate some of these manifesto pledges?

Supplemental Answer: As in my previous supplementary answer, the Council were minded to set up a fund which is mentioned in the Cabinet papers. I would like to remind Members that the Council has approved an additional £2.5m for roads maintenance, which will cover the backlog inherited from the previous administration in under investment.

It was through our campaign with central government, that chose to take away investment in our parks, through the Playbuilder Scheme, that we successfully lobbied and changed the government’s mind. That has now been delivered successfully throughout the parks in Harrow and has delivered much better play facilities than the under-investment we inherited from the last administration.

5.

Questioner: Councillor Kam Chana

Asked of: Councillor David Perry, Portfolio Holder for Community and Cultural Services (responded to by Councillor Bill Stephenson)

Question: Regarding the proposed Arts Centre café, will there be any cost implications for the Council if, as is given as an example in the report, the business venture is not a success or fails to deliver on the profit-share?

Answer: The establishment of a 'proper' café and bistro bar at Harrow Arts Centre is a wonderful development, which will really bring the Arts Centre alive during the day and in the evening and provide a very welcome facility, not only for Arts Centre users but, also for users to Hatch End Pool and the Hatch End Library and the public at large.

The proposed provider is a local business which has an outstanding record. Anybody who has been to Pinner Memorial Park, the company concerned is running "Daisies in the Park" there.

Financially it also very good news. The contract stipulates that in the first year the operator will pay the Council a guaranteed minimum rent of £18,000. In future years, the operator will pay 5% of total income as profit share. The Council can terminate the agreement if the profit share falls below this minimum guaranteed level of £18,000. Should the operator decide to withdraw because the operation is not financially sustainable the only cost implications for the Council will be the loss of additional income that the arrangement is designed to bring in, as well as providing a really good facility.

6.

Questioner: Councillor Kam Chana

Asked of: Councillor David Perry, Portfolio Holder for Community and Cultural Services (responded to by Councillor Bill Stephenson)

Question: Regarding paragraph 2.2.2, can you confirm what 'future years' means or whether the term is yet to be defined, and whether the plan to increase the guaranteed income to "5% of the total café and catering income" means that said guaranteed income also has the capacity to

decrease should the café's business not meet expectations?

Answer: I refer you to my answer to the previous question.

Supplemental Question: Could we have a copy of the Business Plan please?

Supplemental Answer: I will check whether or not it is confidential and see whether this is possible or not.

The following question was not reached in the time limit of 15 minutes. It was noted that a written response would be provided. The written response provided is reproduced below:

7.

Questioner: Councillor Paul Osborn

Asked of: Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services

Question: Why was the Remote and Flexible Working Business Case moved from coming to this meeting to being scheduled for Cabinet in September?

Answer: The Mobile and Flexible working project will have a profound and positive impact across the entire Council business and is therefore and understandably extremely complex.

This project has been designed to fundamentally modernise our operational model and in so doing it is intended that significant customer service and staff motivation benefits will follow.

The overarching objective for this project is the achievement of significant and sustainable customer service, business efficiency and cost gains. The Outline Business Case was approved in July 2010 and work to develop the detailed Full Business Case commenced thereafter.

The focus of our work over recent months has included engagement with private and public sector organisations, which is intended to enable us to demonstrate that the proposed solution, which is based on tried and tested technology, will actually deliver its operational objectives.

The information gained through this engagement has

helped to refine solution proposals and to ensure that the considerable investment, is capable of delivering the necessary business outcomes, in a cost effective and value for money way.

Additionally, further detailed work with Service Directorates has also been undertaken to refine the solution.

Over next few weeks, which includes the holiday period, officers will finalise the full business case, and the current intention is to present this at the September meeting of Cabinet.

As I have already said, this is an exceptionally complex and also challenging project, which requires careful and detailed planning. Officers will report to Cabinet when they believe that all relevant investigations and design work have been completed to their, and my, entire satisfaction.

Put simply, there is no need to rush this important piece of work. Better “we rush slowly” and get everything right at the planning stages, thereby ensuring potential pitfalls can be avoided.

230. Forward Plan 1 June 2011 - 30 September 2011

The Leader of the Council reported that the item on 'Review of Discretionary Rate Relief' had been deferred and would be combined with a report on 'Support to the Voluntary Sector' and submitted to a future meeting of Cabinet.

RESOLVED: To note the contents of the Forward Plan for the period 1 June – 30 September 2011.

231. Progress on Scrutiny Projects

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

RECOMMENDED ITEMS

232. Key Decision: Community Safety Plan

Cabinet received a report of the Assistant Chief Executive, which set out a joint response of the Council, the Police and other partners to the crime and anti-social behaviour issues identified in the Strategic Assessment, which examined trends in crime.

An officer reported that the Community Safety Plan 2011/14 brought together the strategic responses of various agencies to address crime and anti-social

behaviour issues, as required under the Police and Justice Act 2006, and outlined the key components of the Plan. He added that the Plan concentrated on residential burglary, violent crime, anti social behaviour, youth offending, drug and alcohol misuse and re-offending as a means of ensuring that everyone in Harrow stayed safe and had the best possible quality of life in line with the outcomes in the Strategic Assessment. Members' attention was also drawn to the reference from the Overview and Scrutiny Committee which was tabled at the meeting, as due to the proximity of meetings it was not available for circulation with the agenda.

Cabinet was informed that the government would be abolishing the requirement for the production of Community Safety Plans, which could provide an opportunity for the agencies concerned to explore new and innovative means of producing 'informal' Plans to help tackle crime and ensure public safety.

Resolved to RECOMMEND: (to Council)

That the Community Safety Plan be adopted.

Reason for Decision: To meet statutory requirements that requires the Council to adopt a Community Safety Plan which forms part of the policy framework.

RESOLVED: That the reference from the Overview and Scrutiny Committee be noted.

[Call-in does not apply to the Recommendation]

233. Key Decision: Revenue and Capital Outturn 2010/11

Cabinet received a report of the Corporate Director of Finance, which set out the Council's revenue and capital outturn position for 2010/11.

The Leader of the Council welcomed the report, a 'good news' item, noting that the majority of the Directorates had achieved an underspend. He added that as a result, the level of reserves to be held by the Council would rise from £6.3m to £7m in addition to the current Contingency Fund. The administration would also be in a position to set up a Transformation and Priority Initiatives Fund.

In relation to Capital, the Leader stated that although a considerable potential overspend had been identified last year, this had now been considerably reduced. The Housing Revenue Account (HRA) was also showing an improvement from previous years. There has also been a favourable variance of over £1 million in Treasury Management. Additionally, the Council Tax collection rate had been favourable during difficult times. He commended the current management team, the former Corporate Director of Finance and the Portfolio Holders for their achievements in ensuring many positive outcomes in what had been a challenging year.

The Leader added that the administration had faced several challenges when it came into power in May 2010, such as various pressures in the Children's Services Directorate where a potential overspend of approximately £2m had been identified, a dysfunctional Housing Revenue Account (HRA) and an IT system that needed upgrading. The situation had been compounded by government settlements and the disappointing news that the Local Area Agreement Reward Grant would no longer be available due to government policy changes. However, the administration had made a good start but would continue to face many challenges.

The Leader added that the recommendations would require amending, which the Interim Director of Finance would allude to.

The Interim Director of Finance noted that a correction to the text in the 'Introduction' to the report, which should read as follows: "The total reported revenue outturn for the Council is **£170.550m** which represents an underspend of £1.135m, a **0.7%** variation to budget". As the Council's Section 151 officer, she was pleased that the reserves held by the Council would be increased, and clarified the position in relation to the money received from the Primary Care Trust (PCT) that would be used for the purposes of the adult social care budget, as a result of which one of the recommendations in the report would require amending to make it absolutely clear how the money was being treated.

Resolved to RECOMMEND: (to Council) That

- (1) the allocation of the net £2.1m received from the Primary Care Trust (PCT) in 2011/12 to the Adult Social Care Budget be approved;
- (2) the transfer of £2.1m of funding previously allocated by the Council to the Adult Social Care Budget to the Transformation and Priority Initiatives Fund be approved;
- (3) the addition of £1.0m to the 2011/12 capital budget to fund disabled adaptations to housing in Harrow be approved, with the proviso that overall spend on the Council's general fund capital budget in 2011/12 does not exceed the previously agreed amount.

RESOLVED: That

- (1) the revenue and capital outturn position for 2010/11 be noted;
- (2) the proposed revenue carry forwards of £2.008m, as discussed in paragraphs 1 and 15 and detailed in Appendix 4 to the report, be approved;
- (3) the movements between reserves and provisions, as outlined in paragraph 12 of the report, be approved;
- (4) the net remaining revenue underspend of £1.135m be utilised by increasing the general reserves by £0.706m to £7million, and by

establishing a Transformation and Priority Initiatives Fund of £0.429m, as outlined in paragraphs 3 and 16 of the report;

- (5) the carry forward to 2011/12 of £0.522m on the HRA to fund external redecoration works not completed in 2010/11, as outlined in paragraph 13 of the report, be approved;
- (6) Cabinet's intention that the £2.5m receivable from the PCT in 2012/13 be used to fund social care cost pressures in that year or beyond be noted;
- (7) the permissible uses and governance of the Transformation and Priority Initiatives Fund, as outlined in paragraphs 4 and 5 of the report, be approved;
- (8) the additions during the quarter and carry forward on Capital Projects, set out in paragraphs 27 - 30 and Appendix 2 of the report, be approved;
- (9) the debt write off, as detailed in paragraphs 35 and 36 of the report, be approved;
- (10) the timetable for accounts completion and external audit review, as outlined in paragraph 37 of the report, be noted;

Reason for Decision: To confirm the financial position as at 31 March 2011.

[Call-in does not apply to the Recommendation.]

RESOLVED ITEMS

234. Treasury Management Outturn Report 2010/11

Cabinet considered a report of the Interim Director of Finance setting out a summary of Treasury Management activities for 2010/11. Treasury Management was the management of the Council's investments and cash flows, its banking, money market and debt transactions together with effective control of the risks associated with those activities.

The Interim Director of Finance introduced the report and was pleased to inform Members of a favourable variance of £1.1m on the updated capital financing budget of £23.3m. In relation to the investment outturn, the interest earned had remained low due to low market rates but Harrow's investment portfolio, which was managed in-house, had performed better than the benchmark set. She was also pleased to report that the Council had performed within the treasury and prudential indicators.

RESOLVED: That the outturn position for Treasury Management activities for 2010/11 be noted, and the report be submitted to the Governance, Audit and Risk Management Committee for review.

Reason for Decision: To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance. To inform Members of Treasury Management activities and performance.

[Call-in does not apply to this Decision, which is for noting.]

235. Key Decision: Tendering for the Provision of Care and Education Services delivered in Gange Children's Centre

The Portfolio Holder for Children's Services introduced the report, which set out a proposal to procure the provision of early education and care at Gange Children's Centre through a local tendering process. The proposed new operating model for the Centre would ensure a local delivery point for a range of childhood and early intervention services and would expand the early years and childcare provision available to the local community.

The Divisional Director, Early Years, Childcare and Parents, reported that Harrow had a strong record for developing sustainable services and the proposal would provide a significant benefit to residents and enhance the lives of children in Harrow. She added that the proposal would drive quality, and build on the work carried out by the existing Children's Centres, such as Stanmore Park, Cedars and Pinner, all of which had an external pre-school provider that had demonstrated the benefits that could be achieved from such an arrangement and the ability to develop strong working relationships with providers. The proposal would also maintain the excellent levels of services provided to children with Special Education Needs (SEN).

The Divisional Director added that wide consultations had been carried out and the proposal would ensure minimum disruptions to services provided.

RESOLVED: That Option 3, which sets out a new operating model for early education and care at Gange Children's Centre, be approved.

Reason for Decision: To support the overall strategy for the sustainability of Children's Centre services in Harrow.

236. Key Decision: Provision for a Café at Harrow Arts Centre

The Corporate Director Community and Environment introduced the report, which set out a proposal to provide a commercially operated café and catering service at the Harrow Arts Centre (HAC). He added that the new facility would improve the offer to customers at HAC, making it more competitive, increasing new and repeat business, and provide a complete package for new areas of business such as conferences. Moreover, the HAC would benefit from the provision of a fully refurbished café/bar area, which would be provided at no cost to the Council. It would guarantee an annual rental plus a profit share arrangement.

The Corporate Director added that three options had been examined. Following their consideration, a decision was taken to seek a commercial partner and, after a selection process, a company, JAMS Kitchens Limited,

was appointed. The company was an established local business with a good reputation.

Cabinet was informed that JAMS Kitchens Limited would provide the Council with a guaranteed minimum income of £18,000 per annum or 5% of the profit, whichever was the greater. The Council also retained the option of terminating the lease.

Having considered the report, Cabinet agreed that any granting of the lease should be in consultation with the relevant Portfolio Holders.

RESOLVED: That the appointment of JAMS Kitchens Ltd for the operation of a café and catering business at Harrow Arts Centre be approved, and the Corporate Director Place Shaping, in consultation with the Portfolio Holders for Property and Major Contracts and Community and Cultural Services, be authorised to grant a lease of suitable premises at Harrow Arts Centre for a period of fifteen years.

Reason for Decision: To respond to an identified business opportunity to support the operation of the Arts Centre and to customer feedback.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.31 pm).

(Signed) COUNCILLOR BILL STEPHENSON
Chairman

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London Borough of Harrow

CABINET FORWARD PLAN (1 July 2011 - 31 October 2011)

MONTH:- July

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.
 or where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

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

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
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JULY

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
Contract for the Supply of Temporary Workers	Agreement to enter in to a contract with the temporary worker supplier selected through the joint procurement exercise with Hammersmith & Fulham LB	Cabinet	21 July 2011	Councillor Graham Henson Councillor Thaya Idaikkadar Jon Turner, Divisional Director HRD & Shared Services jon.turner@harrow.gov.uk Tel: 020 8424 1225	None	Information Report to Cabinet
Integrated Planning 2012/13 to 2016/17	To approve the framework for the development of the new Corporate Plan and Medium Term Financial Strategy for 2012/13 to 2016/17	Cabinet	21 July 2011	Councillor Bill Stephenson Julie Alderson, Interim Director of Finance Tom Whiting, Assistant Chief Executive steve.tingle@harrow.gov.uk Tel: 020 8420 9384	Consultation on priorities to be carried out in Summer/Autumn	None
Harrow Green Grid	Approval of Green Grid	Cabinet	21 July 2011	Councillor Keith Ferry	None	Green Grid Plan and Schedule of

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
				<p>Stephen Kelly, Divisional Director of Planning Services stephen.kelly@ harrow.gov.uk Tel: 020 8736 6149</p>		<p>Projects</p>
<p>Major Scheme - Mollison Way, Queensbury - Streets for People (TfL Funding)</p>	<p>To consider consultation and implementation of the Scheme</p>	<p>Cabinet</p>	<p>21 July 2011</p>	<p>Councillor Phillip O'Dell Brendon Hills, Corporate Director, Community and Environment Services david.eaglesham @harrow.gov.uk Tel: 020 8424 1500</p>	<p>Scheme consultation is being organised in advance of the meeting and the result of the consultation will be reported, TARSAP will be consulted in June</p>	<p>Harrow Transport Local Implementation Plan 2</p>
<p>The Future of Cultural Services in Harrow</p>	<p>Note progress made in delivery of Harrow's cultural services and approval to consult on outline principles and options to determine the</p>	<p>Cabinet</p>	<p>21 July 2011</p>	<p>Councillor David Perry Marianne Locke, Divisional Director, Community & Culture marianne.locke@ harrow.gov.uk</p>	<p>Consultation to include online survey, stakeholder forums and focus groups with users and non-users of cultural services</p>	<p>None</p>

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
	future delivery of cultural services in Harrow including libraries, arts and sports & leisure			Tel: 020 8736 6530		
Second Phase Property Disposal Programme 2011/12	Authority to dispose of property	Cabinet	21 July 2011	Councillor Thaya Idaikkadar Andrew Trehern, Corporate Director, Place Shaping philip.loveland-cooper@harrow.gov.uk Tel: 020 8424 1887	Ward Councillors	None
School Expansion Programme	Approval to implement a school expansion programme to meet the increased demand for school places	Cabinet	21 July 2011	Councillor Brian Gate Catherine Doran, Corporate Director, Children's Services adrian.parker@harrow.gov.uk Tel: 0208 736 6506	Discussions with partners and at the Education Consultative Forum meeting on 27 June 2011	Report to the Education Consultative Forum meeting on 27 June 2011
AUGUST						

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
No items						
SEPTEMBER						
Better Deal for Residents - Mobile and Flexible Working Transformation Programme - Full Business Case	Approve the implementation of the improvements set out in the Mobile & Flexible Working Full Business Case.	Cabinet	8 September 2011	Councillor Bill Stephenson Councillor Graham Henson Andrew Trehern, Corporate Director, Place Shaping andy.parsons@harrow.gov.uk Tel: 020 8736 6106	Staff and Trade unions Better Deal for Residents Trade Union Forum; series of meetings with the trade unions; staff/managers workshops and meetings; Managers forum; staff and managers newsletters; Representations to. Mobile&Flexible@harrow.gov.uk or betterdeal@harrow.gov.uk	Mobile & Flexible Working Full Business Case

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
Engagement Strategy	To amend the existing Terms of Reference of TLCF	Cabinet	8 September 2011	Councillor Bob Currie Lynne Pennington, Divisional Director of Housing maggie.challoner@harrow.gov.uk Tel: 020 8424 1473	Consultation has already taken place with a number of residents, mainly officers of Tenants' and Residents' Associations about their concerns with the existing Terms of Reference. Initial outline proposals were then discussed at TLCF in March. Following their suggestions a further report will go to TLCF in July. The proposals then need to go to the Constitution Review Working Group (CRWG) for agreement before going on to Cabinet	Report to TLCF

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
Revenue and Capital Monitoring Report to 30 June 2011 (Q1)	To note the position and any necessary action being taken; to approve virements as necessary	Cabinet	8 September 2011	Councillor Bill Stephenson Julie Alderson, Interim Director of Finance jennifer.hydari@harrow.gov.uk Tel: 020 8424 1393	None	None
Risk Management Strategy and Position Statement	Approve the Risk Management Strategy	Cabinet	8 September 2011	Councillor Graham Henson Tom Whiting, Assistant Chief Executive david.ward@harrow.gov.uk Tel: 020 8424 1781	None	None
Year Ahead Statement	Adopt the Year Ahead Statement as the basis for how the Council takes forward the planning of its services including responses received to date	Cabinet	8 September 2011	Councillor Bill Stephenson Tom Whiting, Assistant Chief Executive mike.howes@harrow.gov.uk Tel: 020 8420	None	Budget outturn, End of year (2010/11 performance report), Engagement tracker outcomes

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
	through consultations such as the Let's Talk campaign			9637		
Provision of Responsive Repairs and Maintenance and Procurement of Housing Capital Schemes	To decide whether the current responsive maintenance contract with Kier Building service should be extended beyond June 2012. If a decision is taken not to extend then the form of contract(s) and packaging of works will need to be confirmed as well as how this might be integrated with the tendering of Housing capital schemes.	Cabinet	8 September 2011	Councillors Bob Currie and Thaya Idaikkadar Paul Najsarek, Corporate Director, Adults and Housing	Council tenants and leaseholders, together with stakeholders receiving repair and maintenance services in Corporate buildings	Assessment of Kier Contract
OCTOBER						

Subject	Nature of decision	Decision making body	Decision date	Cabinet Member/Lead officer	Consultation required	Background Documents
Parking review consultation and Parking Management and Enforcement Plan	To consider the outcome of the parking review consultation and approve the Parking Management and Enforcement Plan	Cabinet	18 October 2011	Councillor Phil O'Dell Brendon Hills, Corporate Director, Community and Environment Services david.eaglesham@harrow.gov.uk Tel: 020 8424 1500	A parking review consultation is being organised in advance of this meeting and results of consultation will be reported.	Harrow Transport Local implementation Plan 2
Parks and Open Spaces Strategy	Adopt the Parks and Open Spaces Strategy	Cabinet	18 October 2011	Councillor Phillip O'Dell Brendon Hills, Corporate Director, Community and Environment Services jerry.hickman@harrow.gov.uk Tel: 020 8424 1701	Extensive consultation on principles to guide the provision of parks and open spaces will take place over the summer. Consultation with general public and stakeholder groups.	None

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 Daksha Ghelani, Senior Democratic Services Officer, on telephone no. 020 8424 1881 or by email: daksha.ghelani@harrow.gov.uk

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Finance and Business Transformation	Bill Stephenson	13 Cunningham Park HARROW HA1 4QW	Group Office: (020) 8424 1897 Home: (020) 8427 0247	Email: bill.stephenson@harrow.gov.uk
Environment and Community Safety	Phillip O'Dell	64 Marlborough Hill HARROW HA1 1TY	Group Office: (020) 8424 1897 Home: (020) 8861 0090	Email: phillip.odell@harrow.gov.uk
Adult Social Care, Health and Well-Being	Margaret Davine	6 Salisbury Road HARROW HA1 1NY	Group Office: (020) 8424 1897 Home: (020) 8863 3675 Mobile: 07956 452725	Email: margaret.davine@harrow.gov.uk
Children's Services	Mitzi Green	The Group Office Room 102, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: mitzi.green@harrow.gov.uk
Community and Cultural Services	David Perry	The Group Office Room 102, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897 Mobile: 07505 430133	Email: david.perry@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Housing	Bob Currie	The Group Office Room 102, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897 Home: (020) 8864 4934	Email: bob.currie@harrow.gov.uk
Performance, Customer Services and Corporate Services	Graham Henson	360 Eastcote Lane HARROW HA2 9AJ	Group Office: (020) 8424 1897 Home: (020) 8864 9990	Email: graham.henson@harrow.gov.uk
Planning, Development and Enterprise	Keith Ferry	165 Headstone Lane HARROW HA2 6LX	Group Office: (020) 8424 1897 Home: 07922 227147	Email: keith.ferry@harrow.gov.uk
Property and Major Contracts	Thaya Idaikkadar	13 Cambridge Road NORTH HARROW HA2 7LA	Group Office: (020) 8424 1897 Home: (020) 8863 2372 Mobile: 07812 028741	Email: thaya.idaikkadar@harrow.gov.uk
Schools and Colleges	Brian Gate	The Group Office Room 102, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897 Mobile: 07939 540412	Email: brian.gate@harrow.gov.uk

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PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
HAVS investigations outcome	Challenge Panel	Final report to O&S and Cabinet	September 2011	The report from the review will be considered at the Overview and Scrutiny committee meeting on 20 th July
Standing Review of Better Deal for Residents Programme	Standing Review	Regular update reports to O&S and interim and final report to O&S and Cabinet	The final report from this project will be dependent upon the lifecycle of the Better Deal for Residents programme. A report of the first phase of the project is anticipated for July 2011. The group has agreed to submit quarterly reports to the Overview and Scrutiny committee and an interim report in November 2011.	The group's report was endorsed by the Overview and Scrutiny committee on 14 th June and is on the agenda for Cabinet on 21 st July. A joint scoping meeting to consider whether it would be helpful to combine this project with the recently established standing review of the budget will take place on 27 th June. The Director of Finance and Assistant Chief Executive will advise this meeting
Standing Review of the Budget	Standing Review	TBC	TBC	The standing review of the budget has been re-commissioned from the previous administration. As reported above, a joint scoping meeting to consider how best to take this project forward will take place on 27 th June.
Council's use of performance information	In-depth review	Final report to O&S and Cabinet	Phase two – September 2011	Phase Two of the review is currently underway considering: <ul style="list-style-type: none"> • Policy and legislative environment • Best Practice • Resident/customer engagement • Technological solutions

Snow clearance	Challenge Panel	TBC	TBC	This review will consider how effectively the Council is responding to the increasingly harsh winter conditions being experienced. A scope will be prepared for submission to the Overview and Scrutiny committee in July
Engaging with Young People	TBC	TBC	TBC	This review will consider how the Council can engage with younger residents in the context of changing structures and limited budgets. A scope will be prepared for submission to the Overview and Scrutiny committee in July.
Debt Recovery	Challenge Panel	TBC	TBC	The Corporate Effectiveness Leads have spent some time investigating the council's debt recovery procedures and the Overview and Scrutiny committee has commissioned a more detailed piece of work in this area. A planning meeting for the project is scheduled for 5 th July. The scope for the project will be developed at this meeting and will be considered by the Overview and Scrutiny committee in July.

Contact: Lynne Margetts, Service Manager Scrutiny, 020 8420 9387
lynne.margetts@harrow.gov.uk

REPORT FOR: CABINET

Date of Meeting:	21 July 2011
Subject:	Annual Health and Safety Report 2010/11
Key Decision:	No
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services
Exempt:	No
Decision subject to Call-in:	No
Enclosures:	Appendix 1 – Analysis Report for Accidents Quarter 1 To Quarter 4 (1 st April 2010 – 31 st March 2011) Appendix 2 – Health & Safety Objectives & Targets April 2011 – March 2012 (The improvement plan) Appendix 3 - Health & Safety Calendar

Section 1 – Summary and Recommendations

Summary

This report summarises the council's health and safety performance for the year 1st April 2010 to 31st March 2011, providing an update of activities and giving information on outcome measures – training, audits and accidents.

Recommendations:

That Cabinet notes this report on corporate health and safety performance

Reason: (for Recommendation)

The objective is to provide assurance and visibility of Health and Safety performance to Cabinet.

Section 2 – Report

Executive Summary

2.1 2010/11 was a challenging year for Health & Safety Service across the organisation. The key work streams during the period from 1st April 2010 to 31st March 2011 have been:

- Addressing the three Improvement Notices served by the Health and Safety Executive relating to the management of asbestos in Schools. All three notices have now been complied with to the satisfaction of the HSE Inspector.
- Development of a two year improvement plan based on the HSE model HS(G) 65 with the required step changes in performance. The plan also includes building a new in-house team to deliver the Corporate Health and Safety Advisory Service
- Undertaking a comprehensive work programme led by the Corporate Director Community & Environment to improve health and safety management including reviewing health and safety governance and further developing asbestos and premises risk management. The programme has managed the re-surveying of schools for asbestos and developed a programme for re-surveying Corporate properties for asbestos.
- The development of a system for auditing and monitoring management arrangements for Health and Safety following instruction from the Health and Safety Executive.
- Continuing development of health and safety codes of practice to meet identified needs including lone working, asbestos, fire and first aid.
- Continued provision of advice and support across the directorates.

- Continued provision of the health and safety training programme.
- Support and development of the Health at Work Group, employee assistance programme and the shared provision of the Occupational Health Service with Brent Council.
- Review of health and safety governance, including arrangements for consultation and communication.

Background

- 2.2 In line with statutory requirements and in order to allow the Council to monitor and measure health and safety performance and prioritise areas of health and safety risk, a safety review is performed bi-annually. The mid year report was released in November 2010 and this is the full year review.
- 2.3 Effective health and safety management enables the Council to meet its legal, moral and economic obligation, thus benefiting all stakeholders.

External Assurance

- 2.4 As a large employer undertaking a wide range of activities the Council is subject to a large number of statutory regulations and will be scrutinised by a number of enforcement agencies.
- 2.5 Three improvement Notices were served on the Council in June 2010 by the Health and Safety Executive (HSE) after an incident at Norbury First and Middle School and subsequent visits to the other CLASP (Consortium of Local Authorities Special Programme) schools in Harrow.
- 2.6 The Improvement Notices related to assessing, monitoring and the condition of any asbestos containing materials, the provision of adequate information, instruction and training and the adequacy of the Asbestos Management Plans.
- 2.7 The improvement notice (SERIAL No 302693137) served on Norbury First and Middle school on the 30th June 2010 states that, in relation to Norbury First and Middle school, Harrow Council has failed to:
- Carry out a suitable and sufficient assessment of the presence of Asbestos containing materials in the premises.
 - Monitor the condition of any Asbestos containing materials.
 - Ensure that Asbestos containing materials are properly maintained or where necessary safely removed.
- 2.8 Two notices were served on Vaughan First & Middle school (Serial Numbers 302693082 & 302693121). The notices state that Harrow Council has failed to:
- a) Provide adequate information, instruction and training about the risks and precautions associated with working with asbestos-containing materials.

b) Ensure that the plan to manage asbestos includes suitable measures to ensure that information about the location and condition of any asbestos-containing material is provided to every person liable to disturb them.

2.9 The requirements of above three improvements notices have now been satisfied and a comprehensive asbestos survey programme completed in Schools. The survey programme has been extended to Corporate properties.

Improvement Plan

2.10 In 2009/10 the Corporate Health and Safety Advisory Service experienced a number of changes within the Service. As a result there were a number of identified areas for improvement in the delivery of the service. This culminated in June 2010 when three improvement Notices were served on the Council relating to the management of asbestos in schools. These notices were all lifted by November 2010 following intense work to deliver training, resurvey properties and perform asbestos removal. In view of the difficulties experienced during the changes to the service and through the Health and Safety Executive's (HSE) scrutiny, the opportunity to review the health and safety service and health and safety performance has been taken. An improvement plan (See appendix 2) has been generated which considers the health and safety management model endorsed by the HSE, HS(G) 65 which requires integration of safety management into the organisational system and management practice. A two year programme has been devised to achieve the requirements of the improvement plan and to submit the improvements to the appropriate group/committee for approval (see appendix 3). Harrow Council has therefore proposed to build an in house team and to explore opportunities to share posts with other Councils and continue to develop its arrangements for the management of health and safety within the organisation in line with the improvement plan.

Health and Safety Policy and Guidance

2.11 A key part of the improvement plan and the function of the Corporate Health and Safety Advisory Service is the provision of policies and guidance to provide managers and employees with the necessary support to meet their health and safety obligations. A large number of policies and codes of practice were reviewed and consulted upon with key stakeholders including Unison and GMB prior to being approved at the Corporate Health & Safety Group. In the consultation and approval process joint working with the stakeholders has been a key part of achieving workable documentation that meets legislative requirements and reflects the activities of the organisation. These documents have been or are in the process of being posted on the re-launched Harrow Hub. The following documents have been reviewed and uploaded.

- HSCOP 01 - Risk Assessment
- HSCOP 11 - Accident Reporting Procedure
- HSP 05 - Asbestos Policy
- HSCOP 13 - Asbestos Code of Practice
- HSCOP 14 - Lone and Out of Hours Working
- HSCOP 08 - Display Screen Equipment
- HSP F01 - Fire Safety Policy
- HSCOP F02 - Fire Safety Risk Assessment

- HSCOP 05 - Stress Risk Assessment

2.12 During the year work also commenced on the following documents which are currently being consulted upon with stakeholders prior to being approved and uploaded onto the Hub.

- HSP 03 - Legionella
- HSCOP 09 - Legionella risk assessment
- HSCOP 12 - First Aid
- HSCOP - Educational Visits
- HSCOP - Consultation & Communication

2.13 The review of key documents is planned to continue in a programme throughout 2011/12.

Health and Safety Groups

2.14 The arrangements for effective consultation, communication and co-operation, with respect to health and safety, between management, employees and Trade Unions continue to be through Health and Safety Groups. Following initial concern at the beginning of the year under review that Health and Safety groups meetings were not taking place or were being poorly attended all these group meetings have been rejuvenated and are now taking place in a planned and structured fashion. The Assistant Chief Executive is now the Chair of the Corporate Health and Safety Group and the consultation and communication code of practice is being consulted upon.

2.15 The Corporate Health and Safety Group (CHSG) continues to meet every quarter and is presently chaired by the Assistant Chief Executive. During the year this group has discussed cross council health and safety matters, approved new corporate policies and monitored overall developments in health and safety. Each Directorate and sub group feeds into this group.

2.16 Each Directorate now has a Health and Safety Group which meets every quarter. These Groups deal with Directorate health and safety and provide employees, health and safety representatives and managers with an opportunity to discuss and resolve health and safety related issues. Directorate Health and Safety Groups have been rejuvenated during this period and will continue to develop as the two year improvement plan progresses. Governance arrangements are again under review to determine the adequacy of the current arrangements and the effectiveness in escalating key risks to senior management.

Health and Safety Visits Inspections and Audits

2.17 The service has continued to respond to the needs of the organisation, providing support to management and staff, including conducting multiple site visits and providing site-specific training courses and workshops.

2.18 Due to the transitions within the service an audit programme has not been followed during this period. The service has identified this as a failing and has conducted a procurement process to purchase a self audit tool. This will enable every manager of every service to review their health and safety management arrangements,

identify shortcomings and take the necessary corrective action. It will also enable the organisation to have an overview and identify areas where additional support is required. The HSE have also indicated their intention to revisit Harrow Council in July 2011 to review auditing arrangements.

Health and Safety Training

- 2.19 The Corporate Health and Safety Service has continued to deliver health and safety training during this period, training approximately 500 employees. This has been identified as an area for improvement and as part of the improvement plan for 2011/12 individual services will be asked to identify the training needs of their team, including the CPD needs of managers against the currently available health and safety training and submit needs to the Corporate Health & Safety Service. The Corporate Health and Safety Service will determine the training needs of the organisation, including exploring the potential for e-learning and any necessary budget changes, discuss with HR & L&D and submit a programme, including mandatory training and specialist provision of training to CHSG.
- 2.20 The health and safety induction and the premises manager's course are the two most attended courses, providing both essential information to new starters and key information on premises safety to managers and Headteachers.

Educational Outside the Classroom

- 2.21 Educational visits and journeys for school children are assessed by the Service. The assessments for approximately 200 school visits have been reviewed during this period. The Corporate Health and Safety Advisory Service continues to provide training for Educational Visits Co-ordinators and is currently considering options to streamline the process through the development of an on-line system.

Occupational Health

- 2.22 The Occupational Health Service has continued to meet the organisation's requirements for dealing and promoting health at work issues. The service is provided by Santia Ltd which was formerly known as Connaught Compliance Limited, but was renamed following Connaught plc being placed into administration. The core functions of the Occupational Health team continue to be Work-Health Assessment Screening, Sickness Absence Management and Health Promotion. From July 2010 the service has been provided as part of a framework agreement which includes Brent Council & the London Borough of Kensington & Chelsea and is a joint service with Brent Council, based on the Middlesex Floor in the Civic complex in Harrow. This delivered savings of approximately £35,000 as well as service improvements.

Promotion of Health, Safety and Well Being

- 2.23 A number of health promotions have taken place during the second half of 2010/11 including a Women's Health Event and Stress Down Day, World Mental Health Day and National Stress Awareness Day. In addition events have been held to support the Mayors Charity, ovarian cancer action and Macmillan Cancer Support including involvement in the world's biggest coffee morning.

Employee Assistance Programme

- 2.24 The Employee Assistance Programme continues to be provided by First Assist. The service includes independent telephone advice and where indicated face-to-face counselling support for a range of problems.

Contractor Management

- 2.25 The organisation uses two partners, Kier and Apollo, to undertake maintenance on instruction from the Council. The health and safety competence of contractors is a contractual agreement which is monitored by the contractors. As part of the improvement plan, assurance checks will take place in the forthcoming year to ensure that the necessary competency arrangements are satisfactory.

Health and Safety Scorecard

- 2.26 The health and safety scorecards are still required to be completed by each service to indicate health and safety performance and are reviewed at the quarterly Directorate Health and Safety Group meetings.
- 2.27 In line with the Health and Safety Executive Inspector's feedback the service has looked at key performance indicators as part of its review of the audit process. The audit tool is being implemented in the first half of 2011/12 and the appropriate measures are to be introduced to indicate health and safety performance.

Accidents at Work

- 2.28 The Council meets its statutory requirements to record and maintain accident records and compiles both quarterly and annual analysis reports for scrutiny by the Health and Safety Groups (see appendix 1).
- 2.29 The new Accident / Incident / Near Miss Database Form and Accident Reporting Procedure was launched on the Council's new Intranet System introducing a consistent and accurate approach for data collection. This has allowed electronic submission of forms, increased reporting and enabled more accurate scrutiny of trends and identify areas for improvement, as demonstrated in appendix 1.
- 2.30 The data continues to indicate that the majority of both reportable and non reportable employee accidents occur in the Children's Service Directorate (65%). Analysis (see appendix 1) has revealed that over 50% of all employee accidents occur in schools, principally involving teachers or teaching assistants. The key incident types within schools are physical assault and slips, trips and falls.
- 2.31 As expected when the nature of these physical assaults is considered, over 80% relate to the managing of children in special needs schools. This is consistent with data from previous years. (Note: The number of accidents does not appear to be related to a lack of training. Schools receive accredited training in dealing with risk incidents related to behaviour and the Special Schools are all on ongoing training programmes, including refresher training.)
- 2.32 There has been a 19% increase in reported employee accidents from 2009/2010. It is reasonable to assume that the introduction of the new accident reporting form and database, together with the increased support provided across the council by

the Corporate Health and Safety Advisory Service, including most schools, to implement this procedure has led to a heightened level of awareness of what should be reported and the likely increase in reporting. Close monitoring of performance will continue and actions will continue to be taken to reduce the number of accidents.

Health and Safety Training Data

- 2.33 The service has followed a training programme during this period and delivered training to approximately 530 employees through the yearly programme. In addition to this, bespoke health and safety training, such as accident reporting systems have been delivered locally and the service has also offered and delivered accredited CIEH training – level 2 Award Health & Safety in the Workplace. The training data is also reported back to both the Directorate Health & Safety Groups and the Corporate Health and Safety Groups for analysis and action.
- 2.34 The two highest attended courses were the induction and premises managers' courses. This is to be expected as the induction course is a mandatory course for all new starters and the high number of attendees on the premises manager's course is in response to gaps in training highlighted by the Health and Safety Inspector's visit with respect to schools and asbestos management. This training will continue in 2011/2012 in order to address any gaps within corporate properties and housing stock.
- 2.35 The table below is a report of delivery of training rather than of training need. The Corporate Health & Safety Service has identified in the two year improvement plan that improvements are needed in the delivery of health and safety training. The introduction of the health and safety audit tool during the first half of 2011/12 will facilitate a much improved analysis in future reports and aid the proper determination of the organisation's needs. The Corporate Health and Safety Advisory Service will then need to determine how best to provide this training, including exploring the potential for e-learning. This will include focussing on lone working training during the transition to mobile and flexible working.

Table 1: The Main Health and Safety Training Courses Attendances 1/4/2010 - 31/3/2011

Directorates Courses /	Combined Group	Children's Services	Adults and Housing	Place Shaping	Community & Environment	Total
Health and Safety Induction for staff	9	25	11	0	113	158
Health and Safety Induction for managers	12	6	10	0	2	30
Health and Safety Risk Assessment	6	14	4	0	5	29
Health and Safety for Premises managers	0	91	12	1	7	111
Fire Marshals	11	14	23	0	1	49
Lone working	3	0	14	0	3	20
DSE users	1	1	5	0	0	7
DSE assessors	10	7	5	0	2	24
COSHH update	0	8	14	0	5	27
Evacuation chair training	4	2	0	0	8	14
Educational Visits coordinators	N/A	26	N/A	N/A	N/A	26
Manual Handling	2	17	7	0	0	26
CIEH – Health and Safety in the Workplace	0	0	8	0	0	8
Total persons trained	58	211	113	1	146	529

Note: The combined group represents the following directorates; Corporate Finance, Chief Executives and Legal & Governance Services.

Legislation Update

- 2.36 There have not been any regulations that came into force in October 2010 and there are at present no regulations being introduced in April 2011 that will impact upon Harrow Council's activities. However Lord Young has conducted a health and safety review 'Common Sense, Common Safety' which covers the operation of health and safety laws and the growth of the compensation culture. Changes following this review may need to be considered in 2011/12.
- 2.37 There has been a landmark Supreme Court case on asbestos liabilities. Although medically there is no minimum threshold dose of asbestos below which there is no risk of mesothelioma, the Law Lords were invited in two cases to make a decision as to where the legal line should be drawn. The Supreme Court thus ruled that even a slight amount of asbestos exposure will now result in an employer being liable, unless the employer can demonstrate they have taken all appropriate steps to remove the risk.
- 2.38 Harrow Council still retains the duty to manage asbestos either as property owners or through having responsibility for maintenance and repairs and must ensure compliance with Asbestos regulations. Asbestos is and will remain a key part of health and safety performance monitoring.

Stakeholder Feedback

- 2.39 The Health and Safety Executive (HSE) has continued to liaise with the Harrow Council following the issuing and the completion of the three Improvement Notices, offering guidance and support. Property Services have provided regular updates to the HSE Inspector on the progress of asbestos & premises management. The HSE Inspector has indicated that a review will be conducted of Harrow Council's health and Safety auditing arrangements in July 2011.
- 2.40 Trade Unions continue to play an active and supporting part in helping to develop health and safety management and improve health and Safety culture. This has included active participation in both Corporate and Directorate Health and Safety Groups and significant contributions in the consultation of new and amended policies.

Plans for 2011 / 2012

- 2.41 The actions for 2011/12 include the following:
- Introduction of the self audit tool.
 - Delivery of year 1 of the two year improvement plan, including development of overarching health and safety policy and supporting policies, a health and safety training needs analysis and training programme, improved auditing arrangements, improved consultation and communication, risk assessment programme and risk mapping and developing and implementing adequate monitoring arrangements.
 - Continued monitoring of the Occupational Health Service and the Employee Assistance Programme.
 - Further development of the Health and Safety and Occupational Health intranet portal.

- Continued support to services throughout Harrow Council through advice and training.
- Continue to implement best practise with the issuing across the Council of on-line tools to record and report incidents, assess school visits and assess display screen equipment.
- Continue to improve the collection of incident data and provide appropriate statistics and reports for Health and Safety Groups and forums.
- Continue to provide and to assess health and safety training against the requirements of the organisation.
- Further work with the Community & Environment and Adults & Housing Directorates to ensure comprehensive improvement in the management of asbestos.
- Commence monitoring cycle to ensure that the necessary lessons have been learnt and asbestos improvements continue including the provision of progress reports.

Financial Implications

2.42 The delivery of health and safety management is integral to, and a priority for, directorate budgets. In view of the need to maintain and develop the corporate health and safety advisory service during the year the budget was overspent by £84K in order to maintain a high standard of interim staff. The overspend was covered by maintaining staff vacancies in other areas of the division and a similar transitional arrangement will be required in 2011/12 as the current interim arrangements are phased out.

Performance Issues

2.43 Health and safety performance is monitored by the Corporate Health and Safety Group, Directorate Health and Safety groups, the Corporate Health Improvement Board, the Employees Consultative Forum, Governance, Audit and Risk Management Committee and Cabinet. Annual and half yearly reports are generated every year to reflect performance. As mentioned in the report areas for improvement have been identified and an improvement plan has been generated (appendix 2). A key part of the improvement plan is the monitoring section which discusses introducing key performance indicators.

Environmental Impact

2.44 Improved health and safety performance will impact on the environment by minimising the use of resources on non core activities.

Risk Management Implications

2.45 The management of health and safety risks is the subject matter of this report.

Equalities implications

2.46 An Equality Impact Assessment was carried out and no adverse impacts were determined.

Corporate Priorities

2.47 The delivery of health and safety management is integral to, and supports the achievement of all Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 June 2011		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 22 June 2011		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Partnership, Development and Performance
Date: 23 June 2011		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Environmental Services)
Date: 22 June 2011		

Section 6 - Contact Details and Background Papers

Contact: Mark Riordan, Interim Health & Safety Lead, 0208 424 1521

Background Papers: None

**Call-In Waived by the
Chairman of Overview and
Scrutiny Committee**

NOT APPLICABLE

*[Call-in does not apply to reports
which are for noting]*

Appendix 1

ANALYSIS REPORT FOR ACCIDENTS QUARTER 1 TO QUARTER 4 (1st April 2010 – 31st March 2011)

1. BACKGROUND

- 1.1 The statistics have been formulated from the Accident Forms that have been returned to the Corporate Health and Safety Advisory Service at Harrow Council and relate to Quarters 1 to 4 - 2010, (1st April 2010 – 31st March 2011). All statistical data provided is specific to any accident to Council employees and accidents to non-employees where the accident was reportable to the Health and Safety Executive or added to the Council's Accident Database.
- 1.2 These statistics have been formulated using the Council's Accident database. This database is allowing greater analysis of data, together with the production of more detailed charts and graphs.
- 1.3 The new Excel Accident Reporting Form has now been fully introduced and training on its use has been delivered to all Directorates where required. The new form is reducing the completion time for Directorates to report an accident. The new form automatically completes the HSE F2508 reportable notification should it be required, so that Directorates no longer need to complete this.
- 1.4 The Excel Accident Reporting Form and further training on the Council's Accident Reporting Procedure has led to substantial increases in the number of accidents reported in Quarters 3 and 4 - 2010, as Directorates have become more aware of what must be reported to the Corporate Health and Safety Advisory Service and to the Health and Safety Executive.

2. DETAIL

- 2.1 The breakdown of data below will assist Council Departmental Management and Staff in identifying trends, highlighting possible breaches of safe working practice and any additional training requirements.
- 2.2 The accident analysis charts give individual Directorate and Division breakdowns of accidents, including details of reportable accidents where applicable.
- 2.3 This data is produced for each directorate Health and Safety Group and the Corporate Health and Safety Group for analysis and action.
- 2.4 In the interests of economy the analyses have not been produced in colour. Colour versions are available upon request, by e-mail.

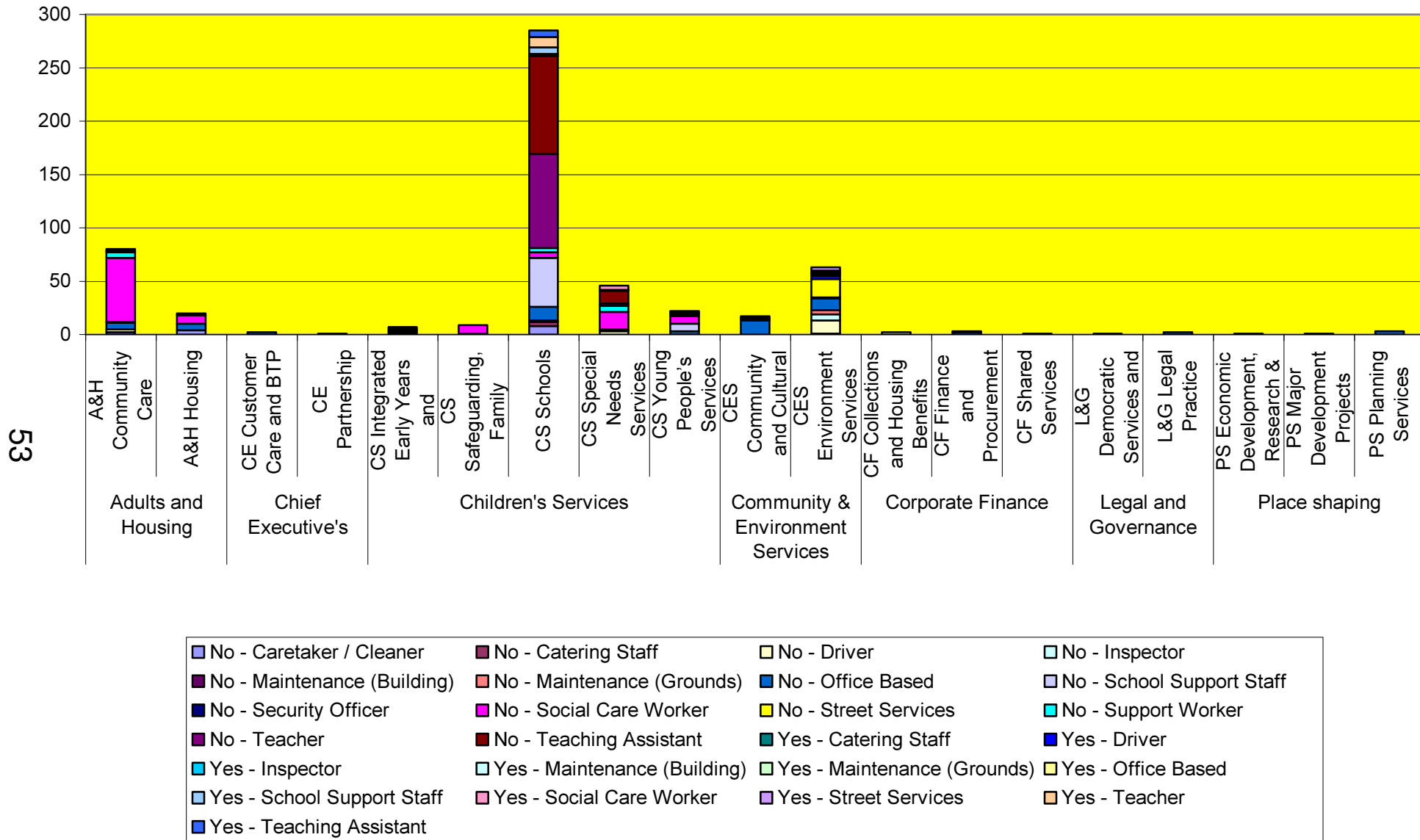
3. Trend Analysis

- 3.1 Physical assault remains the major accident type in the Adults and Housing Directorate, notably in Neighbourhood Resource Centres, relating to the management of persons with special needs. An accredited training programme, which is job specific, is being delivered across this Directorate to help address this issue.
- 3.2 The number of reportable incidents within the Community and Environment Directorate has increased in 2010/11. The major incident types relate to manual handling and slips, trips and falls. New safe systems of work have been prepared and are currently under consultation and risk assessments and training, including manual handling, are being reviewed.
- 3.3 There has been an increase in the number of both reportable and non reportable incidents in the Children's Services Directorate. Employee accidents again significantly relate to physical assault in the management of persons with special needs and are being addressed by the accredited training programme. The non employee reportable accidents significantly relate to pupils receiving medical treatment following accidents in the playground or during PE lessons. The Corporate Health and Safety Advisory Service has requested advice from the HSE as to whether these incidents should be reported and the HSE has asked that all incidents are reported to them as it is for the HSE to determine what should be investigated. We are not however aware of any further investigations having taken place.
- 3.4 The number of accidents in the other Directorates remains low.

Total Employee Reportable and Non-Reportable Accidents Quarter 1 to Quarter 4 – 2010

Division	Non Reportable														Non Reportable Total	Reportable to HSE											Reportable Total	Grand Total
	Caretaker / Cleaner	Catering Staff	Driver	Inspector	Maintenance (Building)	Maintenance (Grounds)	Office Based	School Support Staff	Security Officer	Social Care Worker	Street Services	Support Worker	Teacher	Teaching Assistant		Catering Staff	Driver	Inspector	Maintenance (Building)	Maintenance (Grounds)	Office Based	School Support Staff	Social Care Worker	Street Services	Teacher	Teaching Assistant		
A&H Com Care	2		3			6	1		60		5		1	78						1		1				2	80	
A&H Housing	4					6			8		1			19								1				1	20	
A & H Total	6		3			12	1		68		6		1	97						1		2				3	100	
CE Cust Care						2								2													2	
CE Partnership						1								1													1	
CE Total						3								3													3	
CS Early Years	1					1	1		1		1	1	1	7													7	
CS Saf, Fam Pl						1			8					9													9	
CS Schools	8	4			1	13	46		5		4	88	92	261	1					1	6			10	6	24	285	
} Spec Needs			3				2		16		6	2	12	41						1		4				5	46	
} Young Peop						3	7		7			1	2	20						1			1			2	22	
} Total	9	4	3		1	18	56		37		11	92	107	338	1					3	6	4		11	6	31	369	
CES Com & Cul						13				1				14			1		1	1						3	17	
CES Env Serv	1		12	6		4	11		1		17			52		3	2		1	2						11	63	
CES Total	1		12	6		4	24		1		18			66		3	2	1	1	3	1				3	14	80	
CF Col/Hous			2											2													2	
CF Fin & Procur						2								2						1							3	
CF Shared Serv						1								1													1	
CF Total			2			3								5						1						1	6	
L&G Dem Serv						1								1													1	
L&G Legal Prac						2								2													2	
L & G Total						3								3													3	
PS Econ Dev						1								1													1	
PS Major Dev						1								1													1	
PS Plan Serv						3								3													3	
PS Total						5								5													5	
Grand Total	16	4	20	6	1	4	68	57	1	105	18	17	92	108	517	1	3	2	1	1	8	7	6	3	11	6	49	566

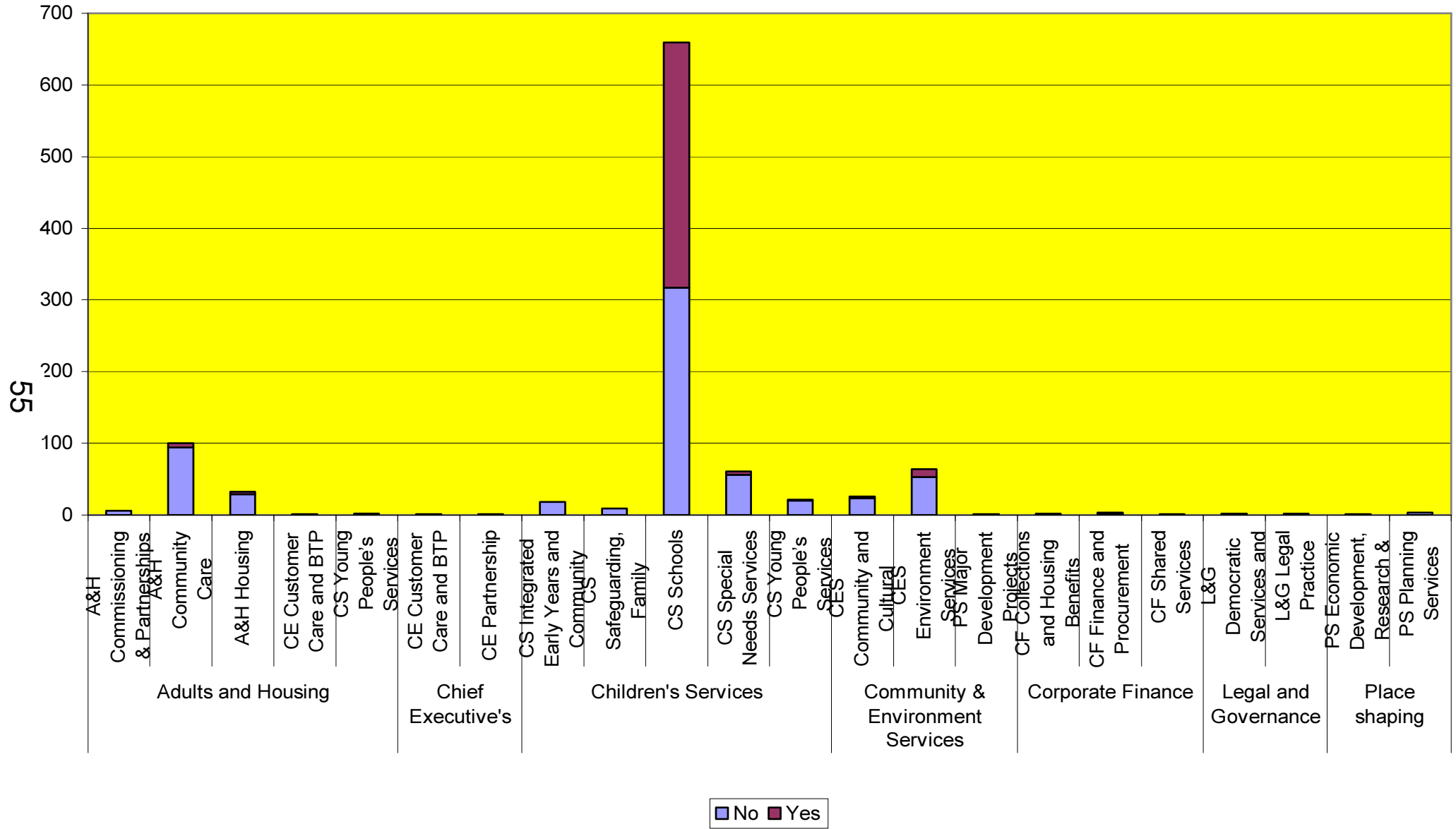
Total Employee Reportable and Non-Reportable Accidents Quarter 1 to Quarter 4 – 2010



Total Employee and Non-Employee Reportable and Non-Reportable Accidents Quarter 1 to Quarter 4 - 2010

Directorate	Division	Non Reportable	Reportable	Grand Total
Adults and Housing	A&H Commissioning & Partnerships	6		6
	A&H Community Care	94	6	100
	A&H Housing	29	3	32
Adults & Housing Total		129	9	138
Chief Executive's	CE Customer Care and BTP	1		1
	CE Partnership	2		2
Chief Executive's Total		3		3
Children's Services	CS Integrated Early Years and Community Services	18		18
	CS Safeguarding, Family Placement and Support	9		9
	CS Schools	317	342	659
	CS Special Needs Services	56	5	61
	CS Young People's Services	21	2	23
Children's Services Total		421	349	770
Community & Environment Services	CES Community and Cultural Services	23	3	26
	CES Environment Services	53	11	64
	PS Major Development Projects	1		1
Community & Environment Services Total		77	14	91
Corporate Finance	CF Collections and Housing Benefits	2		2
	CF Finance and Procurement	2	1	3
	CF Shared Services	1		1
Corporate Finance Total		5	1	6
Legal and Governance	L&G Democratic Services and Elections	2		2
	L&G Legal Practice	2		2
Legal and Governance Total		4		4
Place shaping	PS Economic Development, Research & Enterprise	1		1
	PS Planning Services	3		3
Place shaping Total		4		4
Grand Total		643	373	1016

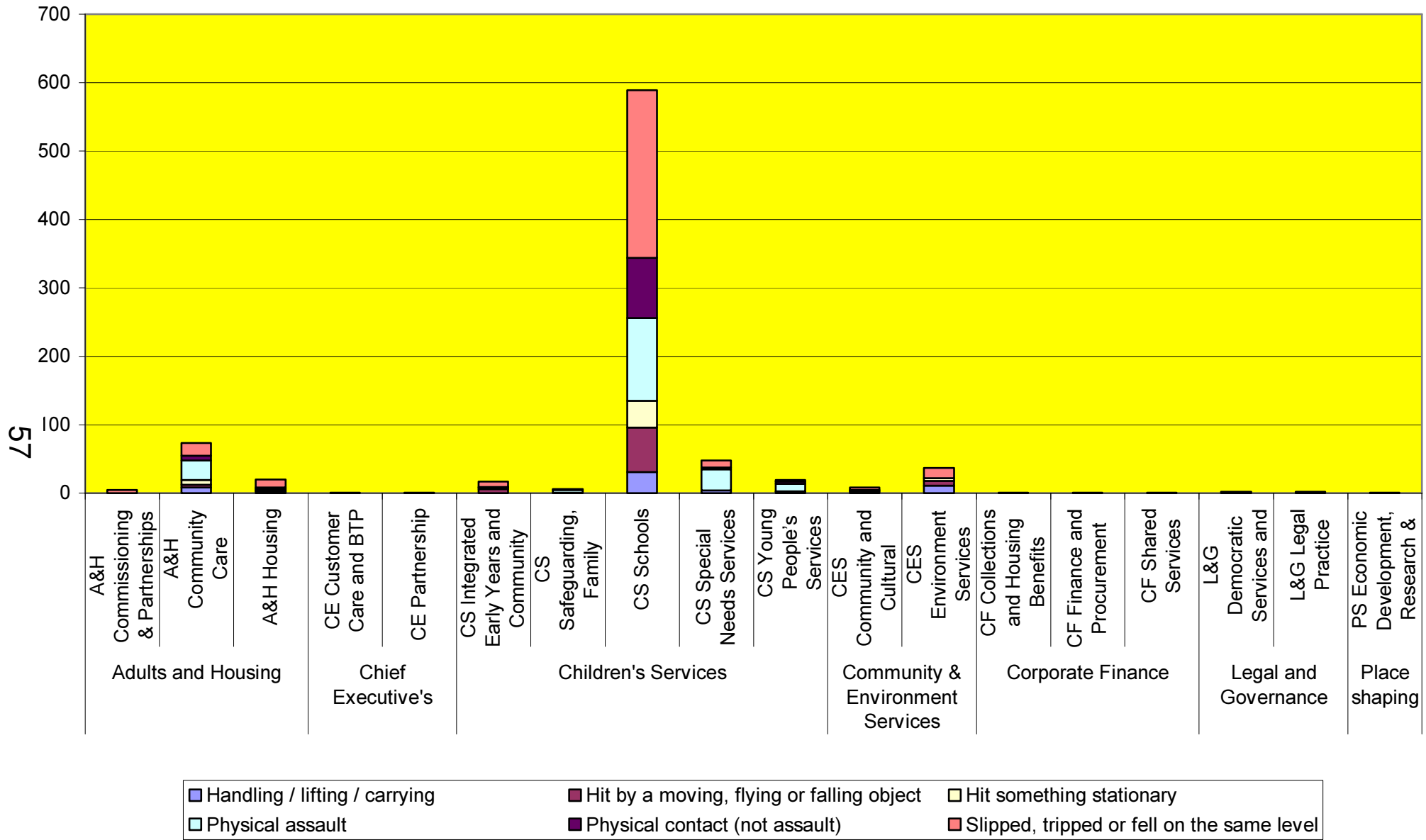
Total Employee and Non-Employee Reportable and Non-Reportable Accidents Quarter 1 to Quarter 4 - 2010



Total Employee & Non-Employee Top 6 Accidents by Type Quarter 1 to Quarter 4 – 2010

Directorate	Division	Handling / lifting / carrying	Hit by a moving, flying or falling object	Hit something stationary	Physical assault	Physical contact (not assault)	Slipped, tripped or fell on the same level	Grand Total
Adults and Housing	A&H Commissioning & Partnerships						5	5
	A&H Community Care	8	4	7	29	7	18	73
	A&H Housing	3	1	1	2	1	12	20
Adults and Housing Total		11	5	8	31	8	35	98
Chief Executive's	CE Customer Care and BTP			1				1
	CE Partnership		1					1
Chief Executive's Total			1	1				2
Children's Services	CS Integrated Early Years and Community Services		6	2		1	8	17
	CS Safeguarding, Family Placement and Support	1			4		1	6
	CS Schools	31	65	39	121	88	245	589
	CS Special Needs Services	4			31	3	10	48
	CS Young People's Services	2	1		11	3	2	19
Children's Services Total		38	72	41	167	95	266	679
Community & Environment Services	CES Community and Cultural Services	2		2	1		3	8
	CES Environment Services	11	7	4			15	37
Comm & Environ Services Total		13	7	6	1		18	45
Corporate Finance	CF Collections and Housing Benefits						1	1
	CF Finance and Procurement						1	1
	CF Shared Services						1	1
Corporate Finance Total							3	3
Legal and Governance	L&G Democratic Services and Elections						2	2
	L&G Legal Practice						2	2
Legal and Governance Total							4	4
Place shaping	PS Economic Development, Research & Enterprise	1						1
Place shaping Total		1						1
Grand Total		63	85	56	199	103	326	832

Total Employee & Non-Employee Top 6 Accidents by Type Quarter 1 to Quarter 4 – 2010



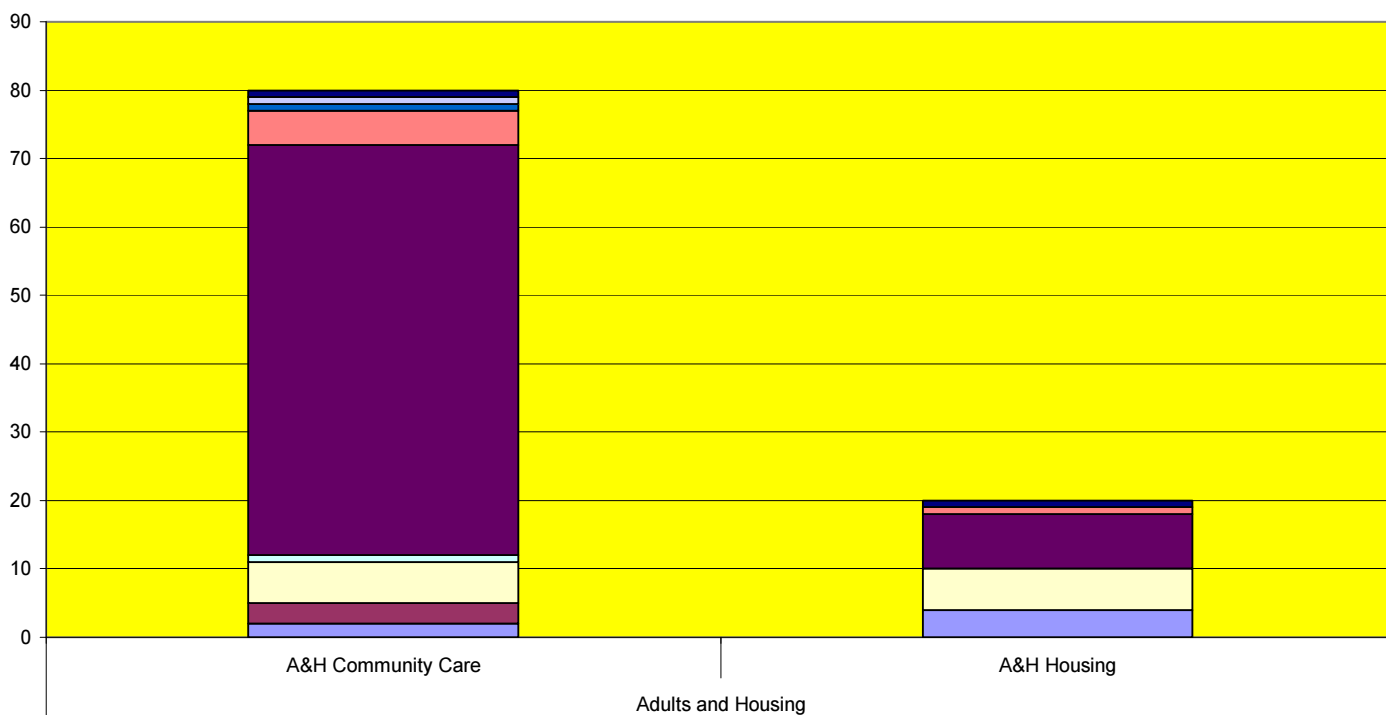
Chief Executives

Accident figures remain the same with accidents reported in Quarters 1 to 4 – 2010 (3), compared to Quarters 1 to 4 - 2009 (3).

Adult's & Housing

Total Employee Non-Reportable and Reportable Accidents

Division	Non Reportable							Non Reportable Total	Reportable		Reportable	Grand Total
	Caretaker / Cleaner	Driver	Office Based	School Support Staff	Social Care Worker	Support Worker	Teaching Assistant		Office Based	Social Care Worker		
A&H Community Care	2	3	6	1	60	5	1	78	1	1	2	80
A&H Housing	4		6		8	1		19		1	1	20
Grand Total	6	3	12	1	68	6	1	97	1	2	3	100



No - Caretaker / Cleaner	No - Driver	No - Office Based	No - School Support Staff	No - Social Care Worker
No - Support Worker	No - Teaching Assistant	Yes - Office Based	Yes - Social Care Worker	

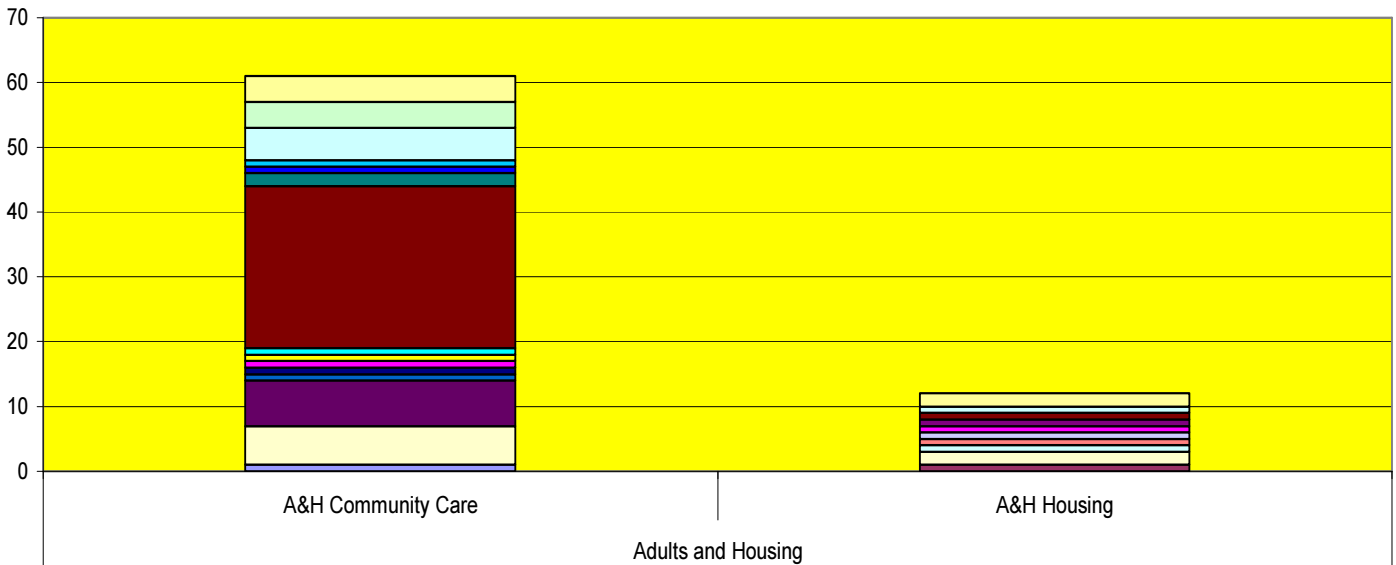
The number of accidents in Adults & Housing has fallen in Quarters 1 to 4 -2010 (100), compared to Quarters 1 to 4 - 2009 (114). Reportable accidents have increased in Quarters 1 to 4 - 2010 (3) compared to Quarters 1 to 4 - 2009 (1)

Physical Assault

Physical assaults are still following a general trend of occurring at Neighbourhood Resource Centres and relate to the management of persons with special needs.

A & H Top 6 Accidents by Type

Division	Handling / lifting / carrying	Incident with threatening behaviour	Incident with verbal abuse	Physical assault	Physical contact (not assault)	Slipped, tripped or fell on the same level	Grand Total
A & H Community Care	7	7	4	29	6	8	61
A & H Housing	3	2	2	2	1	2	12
Grand Total	10	9	6	31	7	10	73

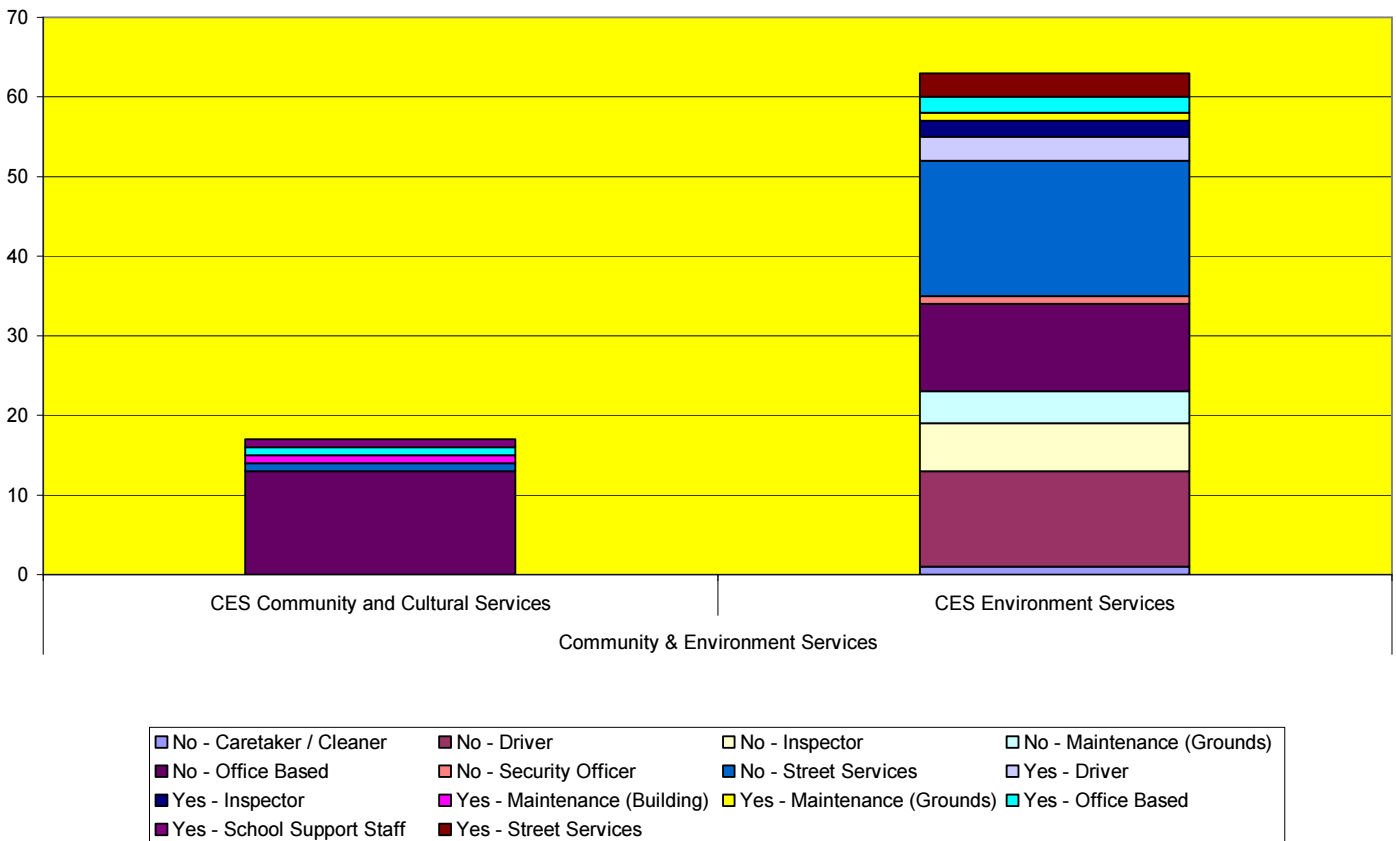


■ Handling / lifting / carrying - Driver	■ Handling / lifting / carrying - Office Based
□ Handling / lifting / carrying - Social Care Worker	□ Incident with threatening behaviour - Office Based
■ Incident with threatening behaviour - Social Care Worker	■ Incident with threatening behaviour - Support Worker
■ Incident with verbal abuse - Caretaker / Cleaner	□ Incident with verbal abuse - Office Based
■ Incident with verbal abuse - School Support Staff	■ Incident with verbal abuse - Social Care Worker
■ Incident with verbal abuse - Support Worker	■ Physical assault - Driver
■ Physical assault - Office Based	■ Physical assault - Social Care Worker
■ Physical assault - Support Worker	■ Physical assault - Teaching Assistant
■ Physical contact (not assault) - Caretaker / Cleaner	□ Physical contact (not assault) - Social Care Worker
■ Slipped, tripped or fell on the same level - Office Based	■ Slipped, tripped or fell on the same level - Social Care Worker

Community & Environment

Total Employee Non-Reportable and Reportable Accidents

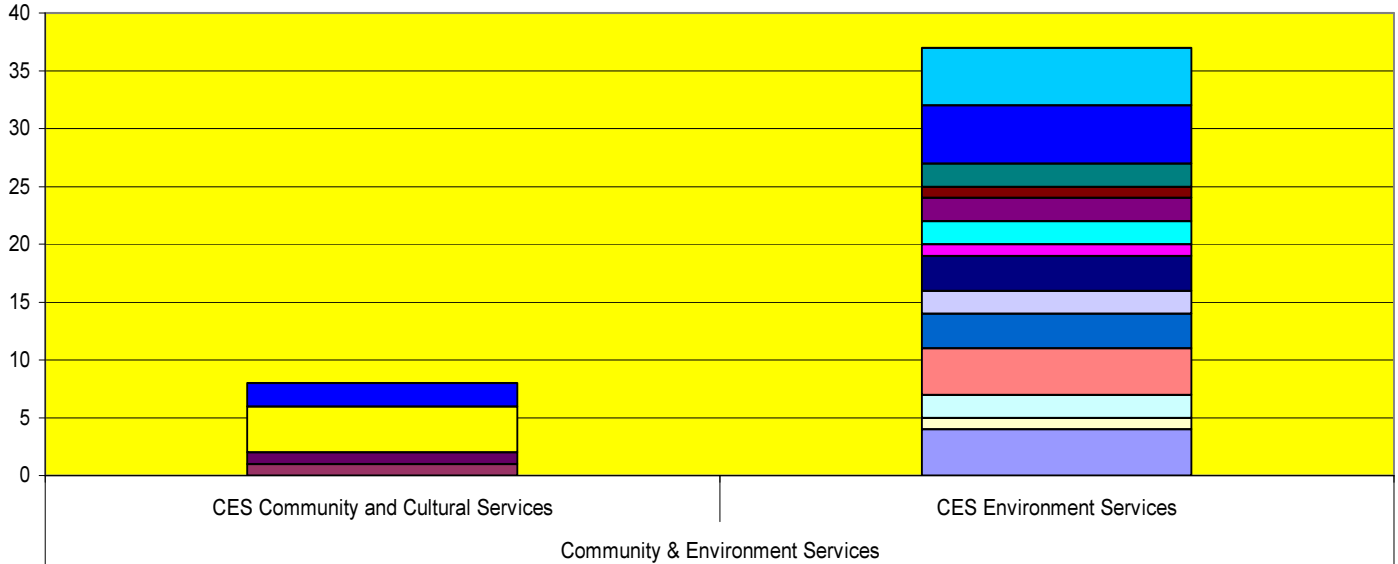
Division	Non Reportable							Non Reportable	Reportable							Reportable	Grand Total
	Caretaker / Cleaner	Driver	Inspector	Maintenance (Grounds)	Office Based	Security Officer	Street Services		Driver	Inspector	Maintenance (Building)	Maintenance (Grounds)	Office Based	School Support Staff	Street Services		
CES Comm & Cultural Serv					13		1	14			1		1	1		3	17
CES Env Serv	1	12	6	4	11	1	17	52	3	2		1	2		3	11	63
Grand Total	1	12	6	4	24	1	18	66	3	2	1	1	3	1	3	14	80



The number of accidents in Community & Environment has fallen in Quarters 1 to 4 - 2010 (80), compared to Quarters 1 to 4 - 2009 (85). Reportable accidents have increased in Quarters 1 to 4 - 2010 (14) compared to Quarters 1 to 4 - 2009 (8)

C & E Top 4 Accidents by Type

Division	Handling / lifting / carrying	Hit by moving vehicle	Incident with threatening behaviour	Slipped, tripped or fell on the same level	Grand Total
CES Community & Cultural Services	2		4	2	8
CES Environment Services	11	8	3	15	37
Grand Total	13	8	7	17	45



- | | |
|--|---|
| ■ Handling / lifting / carrying - Driver | ■ Handling / lifting / carrying - Maintenance (Building) |
| ■ Handling / lifting / carrying - Maintenance (Grounds) | ■ Handling / lifting / carrying - Office Based |
| ■ Handling / lifting / carrying - School Support Staff | ■ Handling / lifting / carrying - Street Services |
| ■ Hit by moving vehicle - Inspector | ■ Hit by moving vehicle - Office Based |
| ■ Hit by moving vehicle - Street Services | ■ Incident with threatening behaviour - Caretaker / Cleaner |
| ■ Incident with threatening behaviour - Office Based | ■ Incident with threatening behaviour - Street Services |
| ■ Slipped, tripped or fell on the same level - Driver | ■ Slipped, tripped or fell on the same level - Inspector |
| ■ Slipped, tripped or fell on the same level - Maintenance (Grounds) | ■ Slipped, tripped or fell on the same level - Office Based |
| ■ Slipped, tripped or fell on the same level - Street Services | |

Legal & Governance

Accident figures have increased in Quarters 1 to 4 – 2010 (3), compared to Quarters 1 to 4 - 2009 (2). Reportable accidents remain the same in Quarters 1 to 4 - 2010 (0) compared to Quarters 1 to 4 - 2009 (0).

Corporate Finance

Accident figures have decreased in Quarters 1 to 4 – 2010 (6), compared to Quarters 1 to 4 - 2009 (9). Reportable accidents have decreased in Quarters 1 to 4 - 2010 (1) compared to Quarters 1 to 4 - 2009 (2).

Place Shaping

Accident figures have increased in Quarters 1 to 4 – 2010 (5), compared to Quarters 1 to 4 - 2009 (3). Reportable accidents remain the same in Quarters 1 to 4 - 2010 (0) compared to Quarters 1 to 4 - 2009 (0).

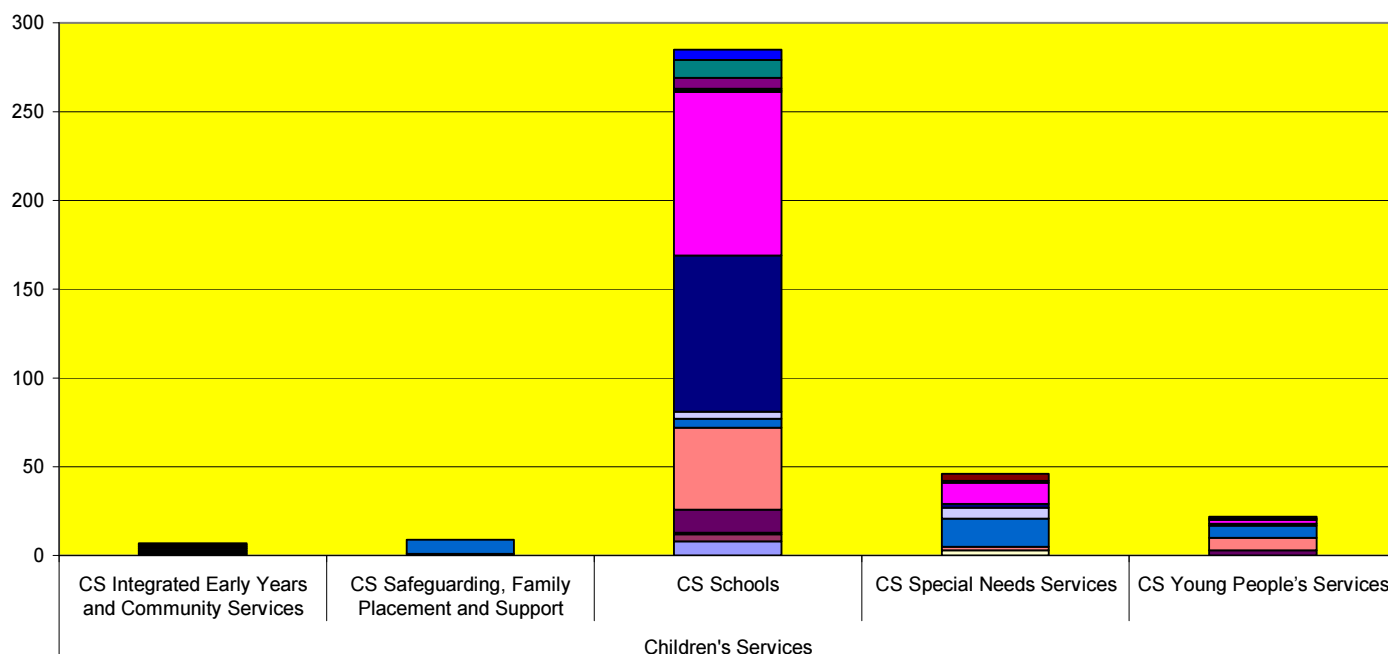
Children's Services

Total Employee Non-Reportable and Reportable Accidents

Division	Non Reportable										Non Reportable	Reportable						Reportable	Grand Total
	Caretaker / Cleaner	Catering Staff	Driver	Maintenance (Building)	Office Based	School Support Staff	Social Care Worker	Support Worker	Teacher	Teaching Assistant		Catering Staff	Office Based	School Support Staff	Social Care Worker	Teacher	Teaching Assistant		
CS Int Ear Yrs & Comm Serv	1				1	1	1	1	1	1	7								7
CS Safe, Fam Place & Supp					1		8				9								9
CS Schools	8	4		1	13	46	5	4	88	92	261	1	1	6		10	6	24	285
CS Spec Nds			3			2	16	6	2	12	41		1		4			5	46
CS Yng Peop					3	7	7		1	2	20		1			1		2	22
Grand Total	9	4	3	1	18	56	37	11	92	107	338	1	3	6	4	11	6	31	369

Accident figures have increased considerably in Quarters 1 to 4 – 2010 (369), compared to Quarters 1 to 4 - 2009 (260). Reportable employee accidents have also increased in Quarters 1 to 4 - 2010 (31) compared to Quarters 1 to 4 - 2009 (19).

Total Employee Non-Reportable and Reportable Accidents

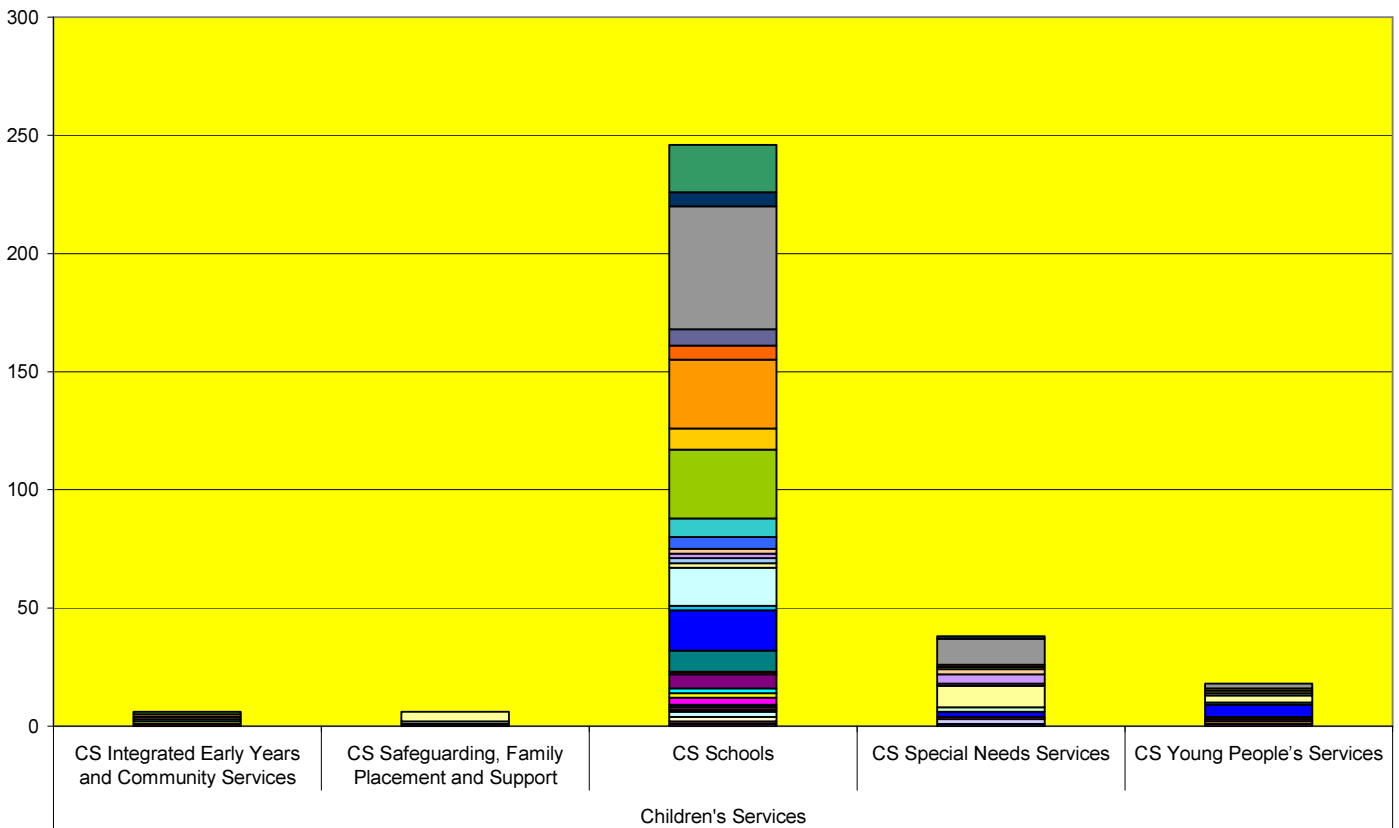


No - Caretaker / Cleaner	No - Catering Staff	No - Driver	No - Maintenance (Building)
No - Office Based	No - School Support Staff	No - Social Care Worker	No - Support Worker
No - Teacher	No - Teaching Assistant	Yes - Catering Staff	Yes - Office Based
Yes - School Support Staff	Yes - Social Care Worker	Yes - Teacher	Yes - Teaching Assistant

Children's Services Top 5 Employee Accidents by Type

Division	Handling / lifting / carrying	Hit by a moving, flying or falling object	Slipped, tripped or fell on the same level	Physical assault	Physical contact (not assault)	Grand Total
CS Integrated Early Years & Community Services		3	3			6
CS Safeguarding, Family Placement & Support	1		1	4		6
CS Schools	19	28	76	102	21	246
CS Special Needs Services	4		4	27	3	38
CS Young Peoples Services	2	1	1	11	3	18
Grand Total	26	32	85	144	27	314

Children's Services Top 5 Employee Accidents by Type



Physical Assault

The majority of incidents of physical assault to staff occur in special needs schools and neighbourhood resource centres which account for 118 incidents in Quarters 1 to 4 – 2010.

CS Schools Non-Employee Accidents by Location

Division	Classroom	NOT APPLICABLE	PE	Playground	School visit	Technology	Science	Grand Total
CS Schools	45	141	45	125	13	2	2	373

The not applicable locations are areas where accidents have occurred which are not covered by an identified heading on the new Accident Database Reporting Form. Examples of not applicable areas are hallways, corridors, sports halls but not during a PE lesson etc.

CS Schools Non-Employee Top 6 Accidents by Type

Division	Fell from a height (state height in notes)	Hit by a moving, flying or falling object	Hit something stationary	Physical assault	Physical contact (not assault)	Slipped, tripped or fell on the same level	Grand Total
CS Integrated Early Years and Community Services		3	1		1	5	10
CS Schools	25	37	27	18	67	169	343
CS Special Needs Services	1			4		6	11
CS Young People's Services						1	1
Grand Total	26	40	28	22	68	181	365

Other Completed Accident Forms

Below are details of accident forms that have been completed and sent to the Corporate Health and Safety Advisory Service, but have not been added to the Accident Database. These figures relate to non-employees, principally pupils where there has been no injury or loss.

Adults and Housing	267
Children's Services	846
Community & Environment	37
Legal	1
Total	1,151

3. OBSERVATIONS/RECOMMENDATIONS

- 3.1 Since the launch of the new Database Accident / Incident / Near Miss Form and Accident Reporting Procedure in January 2011, this has led to a more consistent and accurate approach for data collection.

As a result the Corporate Health and Safety Advisory Service predicted that the number of accidents reported would remain high in Quarter 4 - 2010; we expect the accident reporting figure to remain high until the end of 2011.

- 3.2 The Corporate Health and Safety Advisory Service has now delivered all the training on the new procedure where required to Directorates and schools.

Appendix 2

HEALTH AND SAFETY OBJECTIVES AND TARGETS April 2011 – March 2012 (The Improvement Plan) Mark Riordan

No.	Objective	Target	Programme	Responsibility	Time required To complete
67	<p>Health & Safety Policy:</p> <p>A Policy needs to be prepared which will reflect the organisation's intention for the management of health and safety.</p>	Statement of commitment.	Preparation of a statement of commitment towards legislative compliance and continuous improvement in the management of Health and Safety.	MR	1 month.
			Statement to be agreed by CHSG, signed by the Chief Executive and issued on the intranet/internet.	CHSG/ML	3 months
		Outline of responsibilities, including all stakeholders.	Responsibilities for health and safety management & members to be drafted for consultation, including details of senior management who will 'champion' health and safety and the scope of responsibilities e.g. SLA's.	MR	1 month
			Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full policy.	CHSG	3 months
		Outline of arrangements, including all stakeholders.	Arrangements for health and safety management to be drafted for consultation. This will include risk assessment, training, consultation, emergency arrangements, safe workplaces, first aid, incident reporting etc.	MR	1 month
			Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full policy.	CHSG	3 months
2	<p>Organisation.</p> <p>Control</p>	Establish control over health and safety in the workplace.	Day to day responsibilities for health and safety management from the top to the bottom of the organization to be drafted for consultation. This will include attendance at health and safety meetings, inspection regimes, management of incidents, defining individual responsibilities, compliance checks etc.	MR	3 months

			Responsibilities, arrangements & compliance checks to be agreed within Directorates and fed back to CHSG & relevant stakeholders	CHSG/MR	6 months
68	2 Organisation. Competence	The establishment of a system that ensures that all employees are capable of doing their work in a proper and safe way.	All services to identify the training needs of their team, including the CPD needs of managers, against the currently available health and safety training and submit needs to the Health & Safety Service	All services	3 months
			The health and safety service to explore the potential for e-learning via the learning pool and introduce courses via this medium.	MR	3 months
			The Health and Safety Service to determine the training needs of the organisation and any necessary budget changes, discuss with HR & L&D and submit a programme, including mandatory training & specialist provision of training, to CHSG.	MR	6 months
			CHSG to assess and endorse the programme.	CHSG	6 months
			Programme to be delivered.	MR	1 year
			Senior Management to determine the arrangements for the provision of professional health and safety support to the organization.	CSB	3 months
68	Organising Communication:	Establish communication routes for clarity of responsibilities & to ensure changes are communicated quickly throughout organisation	Communication routes for health and safety management to be drafted for consultation. This will include the provision of information and support e.g. monthly health & safety updates, performance & an opportunity to express views and concerns.	MR	3 months
			Communication routes to be agreed by CHSG & relevant stakeholders and issued on the intranet	CHSG	6 months
2	Organising Co-operation:	The formal participation and co-operation of everyone in the	Participation and co-operation mechanisms for health and safety management to be drafted for consultation. This will include the arrangements for health and safety committees and escalation of risks.	MR	3 months

			Participation and co-operation mechanisms to be agreed by CHSG & relevant stakeholders, including trade unions, and issued on the intranet	CHSG	6 months	
69	3	Planning: Risk Assessment	All risks with the potential to cause harm have been assessed.	Each service to identify and risk assess the significant risks that are present in its work area and through its work activities and prepare a register for review at Directorate level, together with an action plan to address these issues. Directorate group to undertake a risk mapping exercise to ensure all significant risks have been assessed.	Each Service	6 months
				The health and safety service to purchase a database tool to upload & monitor risk assessments and provide training to enable individual services to upload their assessments.	MR	3 months
				Each service to ensure that where control measures are required they have been implemented or if not possible the risks have been escalated to Directorate level.	Each Service	6 months
				Where risks are unable to be managed within a directorate, the risks are escalated to Corporate Level	Each Directorate Group	9 months
3	Planning: Policies & Procedures	Policies & procedures to be developed for the management of all significant risks	All policies & procedures for health and safety management to be reviewed and presented for consultation. This will include any new policies/procedures identified by the risk assessment process.	MR	1 year	
			Policies & procedures to be agreed by CHSG & relevant stakeholders and issued on the intranet.	CHSG	1 year	
4	Monitoring: Pro-active monitoring	Identify shortcomings in the management of Health & Safety though	Draft mechanisms for pro-actively monitoring health and safety performance to be presented to CHSG/Directorate Groups for consultation/approval.	MR	3 months	
			Monitoring arrangements to be implemented.	Directorate	6 months	

			Monitoring data to be reviewed both corporately and at directorate level.	CHSG/DHSG	6 months
4	Monitoring: Reactive monitoring	Assess health and safety performance through reactive data such as incident data	Ensure mechanisms for reporting data are implemented throughout Council and the relevant data is analysed.	MR	6 months
			Ensure that the monitoring is reviewed both locally and at Directorate and Corporate level and appropriate remedial action is taken.	CHSG/DHSG	9 months
4	Monitoring: KPI's	Set KPI's e.g. lost time injury rate to benchmark and then set targets for improvement	Draft proposed KPI's for monitoring health & safety performance, including performance board data, to be generated through procured audit tool and presented to CHSG/Directorate Groups for consultation/approval.	MR	3 months
			Agree targets for improvement and monitor progress.	CHSG	6 months
5	Auditing	The collation of information on the efficiency, effectiveness and reliability of the total health & Safety Management system and drawing up plans for corrective action	The procurement and introduction of an e-audit tool to assess compliance against legislation and internal policies and procedures.	MR	3 months
			Completion of the audit by all services.	MR	6 months
			Assessment of the validity of the auditing by the health and safety service (approx 10%)	MR	1 year
6	Review	Assessment of the adequacy of health and safety performance and determining strategies for remedial action.	The generation of annual and half yearly health & safety reports for submission to members and relevant stakeholders.	MR	6 months
			An annual corporate review of health & safety performance.	CSB	1 year

Health & Safety Calendar

Date	Meeting	Submission
7 th June 2011	Corporate Health & Safety Group	Revised H & S policy to be approved. Submission of annual H & S report.
28 th June 2011	Governance, Audit and Risk Management Committee	Revised H & S policy to be approved. Submission of annual H & S report
6 th July 2011	Employees' Consultative Forum	Revised H & S policy to be approved. Submission of annual H & S report
21 st July 2011	Cabinet	Submission of annual H & S report.
1 st September 2011	Corporate Health & Safety Group	Approval of H & S Roles & Responsibilities
6 th September 2011	Governance, Audit and Risk Management Committee	
26 th September 2011	Governance, Audit and Risk Management Committee	
10 th October 2011	Employees' Consultative Forum	
1 st December 2011	Corporate Health & Safety Group	Approval of training programme. Approval of pro-active monitoring arrangements. Approval of KPIs Submission of half yearly H & S report.
1 st December 2011	Governance, Audit and Risk Management Committee	Submission of half yearly H & S report.
15 th December 2011	Cabinet	Submission of half yearly H & S report.
24 th January 2012	Employees' Consultative Forum	Submission of half yearly H & S report.
26 th January 2012	Governance, Audit and Risk Management Committee	
1 st March 2012	Corporate Health & Safety Group	Approval of communication routes & programme. Approval of participation and co-operation mechanisms (committees / escalation). Setting improvement targets
26 th March 2012	Employees' Consultative Forum	
29 th March 2012	Governance, Audit and Risk Management Committee	
31 st May 2012	Corporate Health & Safety Group	Escalation of significant unmanaged risks. Submission of annual H & S report.

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REPORT FOR: CABINET

Date of Meeting:	21 July 2011
Subject:	Procurement of Temporary Agency Worker Services
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services Councillor Thaya Idaikkadar, Portfolio Holder for Property and Major Contracts
Exempt:	No except for Appendix 2: LB Hammersmith & Fulham Report – ‘Award Of A Framework Agreement For Agency Worker Services Exempt Aspects(E)’ This is exempt from publication under paragraph 3 of part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any person (including the authority holding that information)
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 – Evaluation Model Appendix 2 (Part II) - LB Hammersmith & Fulham Report – ‘Award Of A Framework Agreement For Agency Worker Services : Exempt Aspects(E)’

Section 1 – Summary and Recommendations

Recommendations:

Cabinet is requested to agree:

That Harrow Council award a call-off contract for the supply of temporary Agency worker services under the London Borough of Hammersmith & Fulham Framework for Agency Worker Services Agreement.

That the call-off contract commence on 1 October 2011 for a period of 4 years.

That officers arrange contract mobilisation meetings with the successful tenderer to ensure a smooth implementation.

Reason: (For recommendation)

To provide a cost effective supply of temporary agency workers for the Council

Section 2 – Report

Introductory paragraph

This report recommends Cabinet agree to Harrow Council entering into a call-off contract to access the Framework Agreement for the supply of Agency Worker Services awarded by the London Borough of Hammersmith & Fulham.

Background

- 2.1 Temporary workers represent an important component of the Council's workforce resource enabling it to 'flex' in line with peaks and troughs of overall workloads. Temporary workers are also currently being used to cover vacancies, which may be potential redeployment opportunities for staff at risk of redundancy.

- 2.2 Temporary workers are either employed directly or sourced through contracts with Agency suppliers. Harrow has contracts with a range of Agency and Interim suppliers but primarily sources temporary workers through contracts with the following three suppliers: Matrix; Pertemps and ASAP. The total value of spend against these contracts for 2009/10 and 2010/11 is set out in the table below:

AGENCY		SPEND	
		2009/10	2010/11
Matrix	Technical & Professional Agency Staff	£7,599k	£6,615k
Pertemps	Clerical & Admin Agency Staff	£4,024k	£4,390k
ASAP	'Blue Collar' Agency Staff	£ 375k	£312k
TOTAL		£11,998k	£11,317k

- 2.3 These contracts were due to expire in March 2011 but were extended and the rates re-negotiated to deliver savings of £191K in 2009/10 and additional savings of £112K in 2010/11. However, future savings can best be optimised through re-tendering and by combining the contracts.
- 2.4 In order to seek greater efficiencies, it was considered that a collaborative approach would provide the best opportunity for securing the most cost effective service in the future. Consequently senior officers sought interest from their counterparts in London and in July 2010, HR and Procurement leads from Harrow and LB Hammersmith & Fulham (LBH&F) agreed to proceed with joint procurement of a Framework Agreement for Agency Worker Services, to be led by LBH&F. This significantly increased the value of the contract, as LBH&F spend is approximately twice that of Harrow. It also enabled the sharing of information, risk and resources.
- 2.5 The Framework Agreement for Agency Worker Services will be awarded by LBH&F and Harrow (and other London Councils) can access the Framework Agreement through a call-off contract.

Procurement Process

- 2.6 A joint Tender Appraisal Panel was established lead by the Assistant Director (HR) – Finance & Corporate Services for LBH&F and the Divisional Director HR, Development and Shared Services for Harrow and included HR, Procurement and Legal representatives from both Councils.
- 2.7 In September 2010, contract notices were published on LBH&F and Harrow's websites and also a voluntarily OJEU (Official Journal of the EU) notice.

- 2.8 A total of 81 initial expressions of interest were registered on the e-tendering system (London Tenders Portal), out of which 14 lodged completed application forms (Pre-Qualification Questionnaires – PQQs).
- 2.9 Subsequently in February 2011, following a joint evaluation of applicants by LBH&F and Harrow officers, a shortlist of five (5) companies were invited to tender. The short-listed companies were as follows.

Adecco Group UK
Hays Specialist Recruitment
Manpower UK Ltd
Morson Human Resources Ltd
Pertemps Recruitment Partnership Ltd

- 2.10 An Evaluation Tender Model was published with the Invitation to Tender (ITT) documents, which is attached as Appendix 1. This required tenders to be evaluated through a staged approach, with those having passed through the earlier stages being evaluated on the basis of a 60/40 Price/Quality Model.
- 2.11 The five short-listed companies were invited to tender. Two companies withdrew from the tendering process prior to the tender return date, leaving three companies who submitted tenders on or before the deadline of 29 April 2011.
- 2.12 The three organisations who submitted tenders were evaluated in accordance with the agreed Tender Evaluation Model. Each tender submission was checked for completeness and each satisfied the criteria set out in Stage 1 of the evaluation model. Each tender was then subjected to detailed examination of quality at stage 2.
- 2.13 Detailed evaluation of both price and quality were then completed in accordance with the agreed evaluation model. Presentations were made by all three tenderers against a pre-determined format and set of questions. These presentations were evaluated and scored as part of quality.
- 2.14 **Pertemps Recruitment Partnership Ltd** scored consistently highly across all elements of both price and quality. Further details of the tender evaluation process and the scoring results are set out in the enclosed LBH&F Cabinet Report - This report is exempt from publication under paragraph 3 of part1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any person (including the authority holding that information)
- 2.15 The joint Tender Appraisal Panel recommended that the contract be awarded to **Pertemps Recruitment Partnership Ltd** as it considers that their tender submission represents value for money and is

economically advantageous to LBH&F and Harrow (and any other London Council who joins the framework in the future).

- 2.16 At their meeting on 18 July 2011 the LBH&F Cabinet will consider reports which recommend award of the Framework for Agency Worker Services to **Pertemps Recruitment Partnership Ltd**. Their decision will be verbally reported to Harrow Council's Cabinet meeting on 21 July 2011.

Key Benefits

- 2.17 **Pertemps Recruitment Partnership Ltd** is a very well established company with an excellent track record of providing these specialised services to Harrow and a wide range of other Councils.
- 2.18 Reduction in total cost for the provision of all aspects of Agency Worker provision and working towards achieving ongoing cost reductions and savings. The projected savings are set out in the **Financial Implications** section below.
- 2.19 Quality Assurance – ensuring the timely provision of correctly vetted, suitably qualified and experienced Agency workers who have the capability and aptitude to fulfil the requirements of the allocated role.
- 2.20 Service flexibility – the systems and processes implemented by the Provider will provide rapid fulfilment of positions. Provision of transparent and accurate management information to enable improved monitoring of the service, including equality and diversity performance.
- 2.21 Innovation – the Provider will develop a continuous improvement programme designed to constantly improve service, costs and use of technology. This is a key benefit as the Contract will be awarded for a significant period of 4 years. It is vital that the service delivery remains at a “best in market” level.
- 2.22 Transformation Programme – the Provider will be expected to support the Customers in their ambitious transformation programmes and work closely with partners and stakeholders to achieve an efficient and effective workforce for the future.
- 2.23 Added Value – The Provider will support the Council's in their commitment to work with their local community and businesses in economic regeneration activities.

Financial Implications

- 2.24 Based on 2009/10 utilisation of Agency workers, re-tendering was expected to deliver savings for Harrow of £290k in the financial year 2011/12 and a further £210k in 2012/13. These have been incorporated in Harrow's MTFS.

- 2.25 Through the financial evaluation of the tenders, we are able to confirm that subject to the current levels of utilisation of Agency workers being maintained the projected savings in the MTFS will be achieved based on award of the contract to Pertemps Recruitment Partnership Ltd. However, were there to be a significant reduction in the utilisation of Agency workers this would reduce the level of savings that could be delivered through the new contract (see Risk Management Implications below).
- 2.26 Utilisation of Agency workers and delivery of savings will be monitored through the contract management arrangements
- 2.27 The new contract will also deliver financial benefits arising from:
- Containment of costs through application of the tendered tenure discounts, as and when they become available.
 - Future rebates on volume discounts, particularly if other London Councils join the framework.
- 2.28 In their tender Pertemps identified 'one off' implementation costs for Harrow as follows:
- Implementation & IT costs of £5K; which include the integration of the on-line ordering system across all Harrow users, the supply chain and any training required
 - Implementation Team costs of £5K; which cover all elements of the mobilisation plan including:
 - Engagement with the supply chain and signing them onto the new framework
 - Transfer of any workers, TUPE
 - HR support
 - User management meetings / forums to discuss the new framework and processes
 - Implementation of all MI and invoicing processes
 - Legal support
 - Technology implementation and IT support
 - Implementation of 24/7 support function
 - Covering any gaps in the finally agreed delivery teams during implementation

Harrow's implementation costs are lower than those of LBH&F because of Pertemps' existing knowledge of the user base and the lower proportion of potential spend within Harrow. The cost of implementation will be included as part of the net budget savings realisation.

Performance Issues

- 2.29 Supplier performance against the contract specification will be monitored through the contract management arrangements, The contract specification:
- sets KPI for the supplier, which will be reported separately for each contract and can be incorporated in to the Corporate Performance scorecard if required.
 - requires the supplier to demonstrate value for money and continuous improvement in performance throughout the contract
 - requires the supplier to demonstrate compliance with the Councils' safeguarding standards
 - requires the supplier to ensure local panel vendors have adequate opportunities to supply
 - requires the supplier to provide equalities monitoring data on the diversity of the workers supplied

Environmental Impact

- 2.30 The contract requires the supplier to operate as a 'neutral vendor' and provide local SME suppliers with an opportunity to supply agency workers to the Council. Local suppliers are more likely to supply local workers, reducing the need the amount of travelling by transport.

Risk Management Implications

- 2.31 Risk included on Directorate risk register? **No**
- 2.32 Separate risk register in place? **Yes**
- 2.33 Key risks from the risk register and the current controls to mitigate the risks are set out in the table below:

Risk	Mitigation
Legal challenges if the procurement process is not robust.	Legal and procurement officer involvement right from the start.
Projected savings are based on current volumes and utilisation of Agency workers. Financial pressures and Agency Worker Regulations (See 2.34 below) may result in increase costs which in turn may lead to reduced volumes reducing the potential savings	Projected savings must be adjusted in line with projected volumes and closely monitored

Savings will be adversely affected if managers source outside of the contract	Identification of all current 'off contract' spend. Strong messaging on need for compliance and monitoring of non-compliant spend.
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Agency Worker Regulations

- 2.34 On 1st October 2011 the Agency Worker Regulations come into force which will have a direct impact on the potential cost of Agency workers. After 12 weeks with the Council all agency workers will have to be aligned to the pay and conditions of 'comparator posts'. As a result, there are likely to be pay and charge rate increases for a proportion of agency workers; payment of job-related benefits such as shift, overtime, increments, pay awards etc not currently paid; an increased cost for minimum of 2 days per annum (pro-rata) annual leave for each agency worker, and paid time off for ante-natal care. Agency Workers will also be entitled to day-one benefits such as car allowances, if job related, and access to the job vacancy list.
- 2.35 A cross Council project team has been established to assess the impact that the Agency Worker Regulations will have within Directorates and, in conjunction with the new supplier, identify measures to mitigate any risk to the Council.

Equalities implications

- 2.36 Was an Equality Impact Assessment carried out? **Yes**
- 2.37 Key issues and actions from the Equality Impact Assessment are set out below:
- The contract requires the supplier to operate as a 'neutral vendor' and provide local SME suppliers with an opportunity to supply agency workers to the Councils.
 - Equality monitoring data from Harrow's current supplier's data has shown that there is better representation of the diversity of the local community amongst Agency workers than amongst permanent Harrow Council employees.
 - Through the tender specification and the evaluation process, prospective suppliers were required to demonstrate, how they will promote equalities and support customers in meeting their equality targets and how they will manage the service in a way that ensures the customers' priorities on equalities are met.
 - Monitoring data from Harrow's current supplier's data has also shown that some Agency Workers are paid less by their employers (the agencies) than the equivalent pay rate for Harrow Council employees. This may indirectly lead to socio- economic inequality.

- The Agency Worker Regulations (see 2.34 above) are intended to ensure that there is appropriate protection of temporary agency workers through the application of the principle of equal treatment, including pay. The supplier will be required to provide Management Information reports on agency workers pay, which will be monitored to ensure compliance with Agency Worker Regulations.

Corporate Priorities

2.38 The cost effective supply of temporary Agency workers facilitates the delivery of all the corporate priorities.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20 June 2011		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 June 2011		

Section 4 – Performance Officer Clearance

Name: Liz Defries	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Partnership, Development and Performance
Date: 7 June 2011		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards



Divisional Director
(Environmental
Services)

Date: 1 June 2011

Section 6 - Contact Details and Background Papers

Contact: Jon Turner, Divisional Director, HR, Development & Shared Services – 020 8424 1225

Background Papers:

Cabinet Information Report – Procurement of Temporary Agency Worker Services - 13 January 2011

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

Evaluation Model – Framework for Agency Worker Services

1. Introduction

- 1.1. The Authority is committed to providing high quality, value for money services and will evaluate each Tender according to 3 successive stages, as set out below.
- 1.2. *The Authority will award the Framework Agreement fairly on the basis of quality and cost. The Tender Appraisal Panel (TAP) will evaluate the quality of tenders using a weighted model. Quality will account for **40%** (40 points) of the overall evaluation process and price **60%** (60 points).*
- 1.3. The Authority's approach to evaluation will be equitable and transparent and will allow Tenderers to tender on the basis of quality at an affordable price. It allows the TAP to recommend the selection of a tender that meets the key quality requirements and therefore represents best value for money, i.e. the economically most advantageous tender.

2. Provision of Additional Information

- 2.1. If at any time during its evaluation of a Tender the TAP forms the view that any matter requires clarification, it may require the same from the Tenderer concerned in writing.

3. Stages

There will be a 3-stage evaluation of returned Tenders:-

3.1 Stage 1 - Checking for Validity

- 3.1.1 A valid Tender shall be received in accordance with the ITT. Validity will involve checking that all requisite documents are completed, enclosed and signed where required in accordance with the Instructions to Tenderers.
- 3.1.2 Tenders that do not pass this Stage 1 will be rejected and not considered further except, at the Authority's sole discretion, in the case of minor omissions that can be rectified in accordance with any reasonable request of the Authority (for example missing signature or date etc. - for the avoidance of doubt this is not an exhaustive list).

3.2 Stage 2 - Detailed Consideration of Tenders

- 3.2.1 All Tender submissions reaching this stage will be awarded points in relation to Price and Quality. Presentations will also be scored and comprise part of the Quality evaluation.
- 3.2.2 Tenders reaching this stage will, after evaluation against the detailed criteria set out below (eg Quality/Price), be ranked in order of aggregate score.
- 3.2.3 **Evaluation of Price**
- 3.2.4 **Tenderers are required to tender for each model (1A, 1B, 2A and 2B) contained in the Charges schedule. Failure to do so will result in your tender being rejected.**
- 3.2.5 The maximum score that can be achieved for Price element is **60** points. This will be split, with 50 points awarded for tendered costs as set out below (see 3.2.8), with the remaining 10 points comprised of 5 points for Tenure Discount and 5 points for Volume Discount as set out in paragraph 3.2.9.
- 3.2.6 Tendered costs for the Authority for provision of Off-Site (summary total S and/or T) and On-Site services (summary total U and/or V) will be determined by reference to the completed charges schedule at Schedule 7.
- 3.2.7 The total Annual cost for Hourly charges, Management Fees and One-off costs of service transfer shall comprise each of four (4) options:

Total base tender price

- **hourly pay rates for specified job categories (item A)**

Added to:

Option 1 - Model 1A (Off-site)

Plus*:

- Panel Vendor % Mark-up (item F)
- Neutral Vendor hourly transaction fee (item H)

Or

Option 2 - Model 1B (Off-Site)

Plus*:

- Panel Vendor Fixed £p Mark-up (item J)

- Neutral Vendor hourly transaction fee (item H)

Or

Option 3 - Model 2A (On-Site)

Plus*:

- Panel Vendor % Mark-up (item F)
- Neutral Vendor £p hourly management fee (item N[a])
- Alternatively
- Neutral Vendor £p Annual management fee (item N[b])

Or

Option 4 - Model 2B (On-Site)

Plus*:

- Panel Vendor Fixed £p Mark-up (item J)
- Neutral Vendor £p hourly management fee (item N[a])
- Alternatively
- Neutral Vendor £p Annual management fee (item N[b])

***In addition, tendered hourly statutory charges (item B, C and D) shall be added to each option. Similarly One-off costs for set up, TUPE, IT systems and transition/migration will also be added to each option.**

3.2.8 Each Tender will be awarded points based on its relationship with the lowest average tendered cost for Model 1A, model 1B, Model 2A and Model 2B

The Tender with the **lowest average tendered cost across all four models** (x) will be awarded a maximum score of **50** Points; each of the remaining Tenders (y) will be awarded points on a pro rata basis in accordance with the following formula:

$$1 - \frac{(y - x)}{x} \times 50$$

Where x = lowest aggregated tender total

y = aggregated tender total other than lowest

For example, if the lowest aggregate tender total (for the Authority) ie x, was £2000k :-

Tender	£ x	£ y	Points Awarded
A	2000		50.00
B		2100	47.50
C		2200	45.00
D		2500	37.50

Please note that the figures are merely examples and are in no way an indication of the contract value.

3.2.9 Finally the tendered Tenure Discount and Volume Discount related to the aggregate value of annual spend by participating Contracting Bodies set out in the Charges Schedule will be evaluated and a maximum of **5** points awarded for **each** element in accordance with the following scoring scheme.

Tenure Discount

Placement Term	Discount tendered (D)	Probability (P)	(D) X (P)	Tendered Discount offered	Points awarded
3 months/12 weeks		50%		yes/no	0.5/0
6 months/24 weeks		25%		yes/no	0.5/0
9 months/36 weeks		15%		yes/no	0.5/0
12 months/52 weeks		10%		yes/no	0.5/0
Evaluated average discount max 3 points				Max 2 points	

The tenderer tendering the highest average discount taking account of the probability (P) (total discount offered across all categories ÷ 4) will be awarded an additional 3 points. Maximum points awarded will therefore be **5**.

For illustration, a worked example follows. In this example, if discounts offered were as below and the averaged discount (2.5) were the highest value amongst all tenderers, 1.5 points would be awarded for tendering discounts in 3 categories and 3 points would be awarded for the highest average discount = total 4.5 points.

Placement Term	Discount tendered (D)	Probability (P)	(D) X (P)	Tendered Discount offered	Points awarded
3 months/12 weeks	0	50%	0	yes/no	0.5/0
6 months/24 weeks	12	25%	3	yes/no	0.5/0
9 months/36 weeks	20	15%	3	yes/no	0.5/0
12 months/52 weeks	40	10%	4	yes/no	0.5/0
Evaluated average discount max 3 points			2.5	Max 2 points	1.5 points

£ Volume Discount

Value of Aggregate Spend by Participating Bodies	Probability of event – weighting to be applied	Element to be evaluated with discount	Element with discount and probability weighting applied
£20 - £30 million	50%	The mid point of this value band (ie £25m)	*sub-totals for evaluation to be calculated as below
£30 - £40 million	25%	The mid point of this value band (ie £35m)	ditto
£40 - £60 million	11%	The mid point of this value band (ie £50m)	ditto
£60 - £90 million	8%	The mid point of this value band (ie £75m)	ditto
£90 - £150 million	6%	The mid point of this value band (ie £120m)	ditto
Grand Total			Grand total of all calculated sub-totals

*A sub-total shall be calculated for each category by applying the average tendered discount (for the annual spend bands shown in the pricing document) to the mid point of the value band shown above. This will then be multiplied by the probability weighting to give the sub-total. The resultant grand total for all categories will be assessed. The tenderer with the highest grand total will score **5** points. The remaining tenderers' grand totals will be scored on a pro-rata basis (other than highest grand total/highest grand total x **5**).

For illustration, a worked example follows.

If tendered discounts for individual spend levels (which together comprise the £20 - £30m band shaded above) were:

Spend Levels	% Retrospective Discount
£20m - £22.5m	2
£22.5m - £25m	2
£25m - £27.5m	4
£27.5m - £30m	4
Average discount	3

The average discount will be applied to mid point of Aggregate spend £20m - £30m and multiplied by the probability of event (50%) giving a subtotal of £375,000.

$$£25m \times 3\% = £750000 \times 50\% = \underline{£375000} \text{ etc}$$

Using this means of calculation throughout, the tenderer achieving the highest resultant total value for the 5 volume discount bands (shown above in the first table) will be awarded **5** points. Remaining tenderer's grand totals will be scored on a pro-rata basis.

Evaluation of Quality

Quality shall account for 40% of the total points that can be awarded for your tender (ie max 40 points)

The TAP will assess each Method Statement submission to determine the degree to which the quality criteria have been met. A score out of 4 will be awarded for each question in the Contractor's Proposals in accordance with Table 1 set out below.

Any tenderer who scores 0 (unacceptable) for any question forming part of the quality submission will be deemed disqualified and its tender submission for price and quality will be rejected and not further considered.

Table 1

Marks	Rating	Description
4	Excellent	High quality, fully meeting all the requirements of the Specification, no shortcomings
3	Good	Good quality, meeting requirements of the Specification, robust, few if any shortcomings
2	Fair	Average Quality, meeting most requirements of the Specification, some shortcomings
1	Poor	Well below average, meeting few requirements of the Specification, significant shortcomings
0	Unacceptable	No information provided or so little information provided to prevent a judgement to be formed

Evaluation of Quality shall be conducted through assessment and scoring of your submitted Method Statement Questionnaire. A maximum of **35 points** may be awarded through this process. In addition a maximum of **5 points** may be awarded through assessment and scoring of a Presentation that you are required to provide after tenders have been received. The Method Statement responses comprise the following Sub Criteria with individual weightings.

Sub Criteria	Max points
Service Delivery <i>Evaluated through tender submission only</i>	18
Procedures & Processes in support of service delivery <i>Evaluated through tender submission only</i>	5

Innovation / Continuous Service Development <i>Evaluated through tender submission only</i>	4
Implementation & Marketing the Service <i>Evaluated through tender submission only</i>	4
Existing Suppliers and Local Suppliers <i>Evaluated through tender submission only</i>	4
	35

For illustration, a worked example follows.

In evaluating **Section 5 Service Delivery (max 18 points)**, responses to 17 questions are evaluated (evaluator scoring 0 – 4 for each question). The maximum evaluator scores will therefore be 68.

In the event that a tenderer's submission for this section of the questionnaire achieves a total evaluator score of 51, the points score taken forward and added to scores for other sections will be as follows:

$$51 \div 68 = 75\% \text{ of max score (18)}$$

$$= \underline{13.5}$$

- **Presentations**

- Presentations will be scored and will account for **total 5 points**.

Tenderers reaching this stage will be invited to make a presentation which will comprise:

- an introductory summary by the Tenderer of key elements of its submission. For the avoidance of doubt this summary will not be scored.
- a Q & A session where a set of predetermined questions will be asked of Tenderers. For the avoidance of doubt the same questions will be asked of each Tenderer invited to the Presentation and will be scored in accordance with Table 1.
- Further details of the weighting for each question and the Quality Sub Criteria to which they relate will be forwarded to Tenderers prior to the closing date for receipt of tenders of 29 April April 2011.

Overall Evaluation

Finally the aggregate weighted Price/Quality scores will be combined to obtain the total weighted score for each Tenderer. The Tenderer with the highest total weighted score will be the Tenderer offering the most economically advantageous Tender.

For the avoidance of doubt, evaluation scores will be reviewed by the full TAP and individual scores may be moderated in accordance with Table 1 on page 6.

Following award of the Framework, each Contracting Body will enter into a Call-off Contract selecting:

option 1A – Standard service, Transaction Fee Percentage Mark-up,

option 1B – Standard service, Transaction Fee Fixed pence Mark-up

**option 2A – Management Fee, On Site Support Service Percentage Mark-up
or**

option 2B – Management Fee, On Site Support Service Fixed Pence Mark-up

as the basis of pricing the provision of the Services.

If the option is to select either Model 2A or 2B then Contracting Bodies will select

- Neutral Vendor £p hourly management fee (item N[a])
- OR
- Neutral Vendor £p Annual management fee (item N[b])

as a means of payment of the management fee.

REPORT FOR: CABINET

Date of Meeting:	21 July 2011
Subject:	Strategic Performance Report (Q4)
Key Decision:	No
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 – Strategic Performance Report

Section 1 – Summary and Recommendations

This report summarises Council and service performance against key measures and draws attention to areas requiring action.

Recommendations:

1. Portfolio Holders to continue working with officers to achieve improvement against identified key challenges;
2. Cabinet is requested to note the report and identify any changes it wishes to see in future reports;

Reasons: (For recommendation)

1&2: To enable Cabinet to be informed of performance against key measures and to identify and assign corrective action where necessary.

Section 2 – Report

Introductory paragraph

Cabinet on 9th September 2004 agreed to sit in the role of Performance Board on a quarterly basis and to receive the Strategic Performance Report. The report helps members to monitor progress against the Council's vision and corporate priorities and identify corrective action where necessary.

The Quarter 4 report is at Appendix 1.

Options considered

None.

Financial Implications

The financial implications in 2010/11 are set out in the report and implications for the budget 2011/12 and the MTFs are dealt with in the Draft Revenue Budget Report.

Performance Issues

The report deals in detail with performance issues.

Environmental Impact

There are no direct environmental implications arising from this report. However, each of the projects referred to in the report will have some environmental impact and this should be assessed to ensure that any decisions, taken in response to this report, do not have a negative impact on the environment and, where possible, positively contribute towards the Council's climate change strategy.

Risk Management Implications

The risks arising from the Performance Report will be measured through the Council's Strategic Risk Register.

Equalities implications

Any decisions driven by the actions taken in response to this report will need to be assessed through an Equalities Impact Assessment.

Corporate Priorities

The report deals with the delivery of all Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Jennifer Hydari	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 July 2011		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 8 July 2011		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Partnership, Development and Performance
Date: 8 July 2011		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Environmental Services)
Date: 11 July 2011		

Section 6 - Contact Details and Background Papers

Contact: Martin Randall, Senior Performance Officer, 020 8424 1815

Background Papers: Executive summaries, scorecards and Flagship Action reports to Improvement Boards, Q4.

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

Strategic Performance Report - Quarter 4, 2010/11

Reporting Format

This quarterly performance monitoring report seeks to integrate a number of the Council's reporting and monitoring processes and provides:

Council wide progress in Quarter 4

- A summary of Council-wide and Directorate progress in Quarter 4, 2010-11 and an overall red/amber/green summary of progress against our Council Priorities
- A summary of progress with major projects in the Better Deal for Residents Programme

Performance Summary: Achievement towards the Council Priorities

- A detailed commentary on the progress against each of the Council's newly adopted corporate priorities. The 2010/11 Flagship Actions and key performance indicators have been attributed to each of these new corporate priorities. For 2011/12 reporting will be against agreed Priority Actions and a refreshed list of key performance indicators
- An analysis of progress against each red indicator which is included in the "key challenges" section

Performance Summary: Internal actions to provide better service outcomes

- A summary of activities to improve our service to customers and our management of resources with an analysis of key challenges.

Council-wide progress in Quarter 4

During 2010/11, against a background of severe financial restraint and in-year cuts, the Council has continued to push forward with innovation and improvements to services and on 23 June was recognised as Best Achieving Council 2011 at the prestigious MJ Awards. A panel of distinguished judges chose Harrow for delivering 'sustained and embedded change, using a modern approach to doing business but never losing sight of its priorities, namely its residents', adding 'Its political and managerial leaders showed both maturity and professionalism and their sense of passion and pride for Harrow is tangible.'

Adults' social care has been adjudged the most improved service in London and 3rd nationally. One in five personal budgets in London are awarded by Harrow. Our reablement scheme saves millions of pounds but more importantly, improves users' quality of life by enabling them to live at home rather than in hospital. Eighty-five percent of our schools are now rated as good or outstanding for standards of behaviour by Ofsted (with three quarters of schools inspected in the last year rated as outstanding) and we are also in the top 12 councils nationally for GCSE results. The Help2let agency is a first in London and matches residents on housing waiting list with private landlords. Our year-end recycling and composting rate of 50% matches the best in London.

At the same time we have continued to reduce the cost base of the Council, saving over £45m in the last four years, and increased reserves year on year up to our current target of £7m. Council Tax was kept to a zero increase in 2011 and we have already found 16% of our savings target for the next three years.

We have gained other recognition nationally through the Local Government Chronicle Awards, where we were finalists. For our services in relation to our adoptions service, Harrow Council was amongst the best in the country. Additionally we have received awards for our waste management system, Access Harrow, community engagement with Somali community, Scrutiny, shop4support scheme and communications.

Of the Council's Flagship Actions for 2010/11, 13 have been completed and seven are nearing completion.

We are faced with major challenges in terms of the national economic situation which is affecting all public services, and yet increasing demand for services and a changing local demographic, with an increase in young people and stable communities being replaced by more vulnerable people. We are addressing changes in health, with the proposed abolition of PCTs and commissioning of services moving to clinicians, and with councils taking control of public health. We are mindful of the current review of social care funding. Major changes to benefits may simplify the system and encourage people back to work but could also lead to additional demands on our services. A number of our schools are seeking Academy status and we are working with Headteachers to enable a smooth transition and deal with the implications within the organisation. Meanwhile the Better Deal for Residents transformation programme continues to find innovative and radical ways to fulfil the twin objectives of improving services and meeting new demands while reducing costs.

Financial position

The overall outturn for the Council is an under spend of £1.135m which is an improvement of £0.269m since quarter 3 and represents a variance of -0.7%. Within this, the outturn for the directorate budgets is an under spend of £4.072m which is a variance of -1.4% and includes proposed carry forwards of £2.008m for which the funding is committed but the items could not be delivered in year.

The under spends on inflation, corporate items, capital financing budgets and unused grant held on the balance sheet totalling £2.951m have been used towards dealing with prior year costs arising from capital projects not now going ahead due to the current economic climate. The £1.135m under spend remaining has been utilised to increase general balances by £0.706m to the target level of £7m and to establish a Transformation and Priority Initiatives Fund of £0.429m. The position on the capital programme has improved between quarter 3 and outturn, the overspend has reduced from £2.9m to £2.357m due to continued tight control over the programme. Capital carry forwards requested total £15.851m of which £3.3m is in respect of the Housing Revenue Account. The balance of £12.551m is 47% grant funded with the balance of 53% to be funded from borrowing.

The outturn represents an excellent achievement for the Council given the in year cuts of £1.3m and the challenging environment of unexpected service and income pressures.

Progress against Flagship Actions is covered in the main body of this report by Corporate Priority. Other notable achievements within the quarter are summarised below by Directorate.

Adults and Housing

Q4 was a strong quarter for Adults' Services in both performance and finance and concluded a successful year. The **Adults Excellence plan** was successfully delivered. The Department of Health praised Adults' Services for the sophistication of its QA system, recognised Harrow as a **national leader on reablement** and asked Harrow to showcase its work at the DoH Exposition.

The service received **European recognition** for its work on **personalisation**, which, in March 2011, culminated in Adults' Services presenting its journey to Finland's first national conference on personal budgets.

Harrow Council has been accepted as one of the **pilot authorities** to join a network of early implementers of **health and wellbeing boards**. The role of the board is to bring together Council, NHS and patient representatives, to join up the public health agenda with the wider work of the NHS, social care and children's services. This places us on course to establish a full health and wellbeing board by April 2013 the previous date when GPs are due to take on responsibility for the NHS budget. The Council has supported the **Harrow GP Commissioning Consortium's** application for Pathfinder status. In response to the Government White Paper 'Equity and Excellence: Liberating the NHS', Adults' Services have established a Council-wide health integration group, which includes CSB members and the Joint Director of Public Health.

The **Southern Cross** financial position has been in the headlines for the last few months. Harrow currently has 108 people in Southern Cross Nursing Care provision. Harrow does not have any immediate quality concerns about the homes. We have robust processes in place including service user reviews, monitoring visits and spot checks by the contracts and safeguarding teams. Based on the Southern Cross situation being nationally profiled and monitored by Government, ADASS and CQC, there appears to be only limited risk of a sudden closure of any of the homes Harrow uses. Additionally, landlords agreed on 15 June to work with Southern Cross over a four month period to ensure continuity of care, without any changes of ownership or closures during that period. We have contingency plans to deal with any proposals for closures or changes of provider that develop and for communicating with and reassuring residents and families.

A Castlebeck home, **Winterbourne View**, was featured in a Panorama programme in early June, containing disturbing scenes of the abuse of people with learning disabilities in a residential hospital. Harrow has no residents placed in a Castlebeck provision. We are closely monitoring our Learning Disability residential provision and will take on board the learning from this case.

The 2010 survey of Housing tenants shows overall **satisfaction** reaching 75%, a nine percentage point increase over 2008. This and a number of other results in a survey comprising many questions saw improvement from bottom to top quartile. Satisfaction with repairs and maintenance moved up 13 percentage points to 73%. Overall satisfaction of sheltered housing tenants now stands at 89%, a rise of 11 points, and for leaseholders it improved 12 percentage points to 43%.

The **Housing Fair** held on 6 April was the first Borough-wide event in recent years and all Harrow tenants and leaseholders were invited. **Rent arrears** continued to reduce and 98.36% of the rent due in 2010/11 was collected, which is in the upper quartile. **Gas safety** performance remains on target and 3,671 out of 3,690 of properties have a current certificate. **Resident involvement** has increased beyond target, with 169 newly active residents now engaged.

Homelessness acceptances continue to be the lowest of any London borough and Harrow continues to lead the way in selling services to private landlords under the **Help2let** scheme. The number of households placed in **temporary accommodation** reduced by 110. Some 285 new **affordable homes** were delivered (66 above target) of which 55% were 3 bed plus (against a target of 42%) and 14.3% were to full wheelchair standard (against a target of 10%) as well as returning 293 empty homes to use (93 more than the target). The monthly turnaround for **Voids** at year end was 19 days, which is well below the target turnaround time.

Harrow met its **Decent Homes** target as agreed with the government.

Children's

Good progress is being made on the **transformation programme** for Children's services which received strong endorsement from Cabinet in March. The staff consultation took place in April/May and the new model will be operational from October 2011.

Seven High Schools have confirmed that they are going to apply for **academy status**. The implications for the LA are significant, not least the transfer of staff and land and buildings to the new academy trusts. A project team is working to ensure that the schools are supported through the process and that the negative impact on other schools and local authority finances is minimised.

The new operating model for **supporting school improvement** was endorsed by Cabinet in January. A high proportion of primary schools have indicated that they will work with the LA through a School Improvement Partnership which will be in place from September 2011.

Significant pressures continue to affect services for vulnerable children with child protection cases at around 161. At the same time, numbers of children looked after have increased to 141.

Inspection results continue to be strong across Children's services, with continuing high performance in schools, all social care settings judged 'good' or 'outstanding' and 70% of childminders also now achieving 'good' or better. A recent inspection of the Grange Children's Centre resulted in a 'satisfactory' rating and an improvement plan is being developed. There are reductions in both **permanent and fixed term exclusions** from school. There has been further improvement in social care assessment performance and the number of **Child Protection** cases lasting over two years remains an area for improvement and is now a Priority Action for 2011/12.

The **Integrated Children's Services** project has red status because of the reliance on relocation to the main Civic complex. Two projects, Young People Anti Social Behaviour and Academies currently have amber status.

An underspend of £587k was recorded for the year, which is a significantly improved position.

Community & Environment

The Directorate continues to improve the quality of services that reach residents in every neighbourhood within the Borough. Corporate and directorate **transformational programmes** will deliver significant savings whilst maintaining and in some case enhancing the services to customers. In the current year the drive for improvement will continue, alongside an overall reduction of £4.2m in addressable spend.

In 2010/11, **Recycling rates** have continued to improve, reaching 50% (provisional) over the whole year for the first time, which is a major achievement. **Street cleanliness** targets have

also been exceeded; placing the Borough in the top quartile of performance for litter, detritus and fly posting.

The **Parents into Employment** project came into contact with 352 learners. Of these, 240 parents received ESOL training and 44 have been assisted into employment. These were amongst the best outcomes of the 12 pilot projects run across London. We have supported adult learners to improve qualifications and improve qualifications and employability with 1257 enrolments in computer skills and 800 enrolments in **Family Learning** programmes.

The **Third Sector Strategy**, adopted by Cabinet in March 2010, provides a framework to support and facilitate the third sector's role in shaping and delivering public services. Implementing the 2011/12 grants project has presented challenges given the 15% reduction in funding, an increase in demand and a duty to ensure that the impact on equalities has been considered. We have supported the implementation of the new **Equalities Body** in Harrow.

The **transport infrastructure plan** has been approved by TfL, with commendation for our approach to stakeholder engagement. The approval of the plan will trigger the release of funding to deliver a programme of improvements including: bus routes; cycle routes; pedestrian access.

Place Shaping

The poor economic position threatens the vitality and prosperity of our town centres and business areas. To kick start the regeneration of Harrow, and ensure that we can attract the right sort of investment to the right locations, we have set up an innovative Major Developments Panel to steer our plans for the Harrow and Wealdstone Intensification Area – the Heart of Harrow - and provide a platform for early engagement with developers and the local community on proposals for major development sites. The first stage in a masterplanning study for the Intensification Area, setting out strategic development options for the Heart of Harrow, has been completed, and several presentations have been made by developers on their proposals for key sites, including the Kodak site in Wealdstone and the Lyon House/Equitable House site in Harrow town centre.

During quarter 4 the Directorate has also finalised the Harrow Core Strategy pre submission for consultation and completed consultation on the Draft **Harrow Green Grid**. A formal response was submitted to the Mayor of London's proposals for a **Crossrail** Community Infrastructure Levy, including reasoned objection to proposals.

The first phase of the Borough wide **property review** was completed and Capital receipts realised, exceeding the budgetary target of £5M.

Harrow's first **Local Economic Assessment** has been published, providing comprehensive analyses of the local economy and a new edition of Harrow's **Vitality Profiles** issued. Harrow's first **Commitment to Business** sets out the Council's service offer to businesses. **Xcite for Parents** supported over 90 parents into work and **Future Job Fund** helped 42 young people into employment.

Harrow's first **Meet the Buyer** Events secured positive feedback from over 90% of respondents. The **Credit Union** has been rolled out and membership targets have been exceeded. A **Census Partnership** was agreed with ONS and is being delivered.

Corporate Health

In Access Harrow, **Avoidable Contact** levels have improved from Q3 and are currently 13% against a target of 23%, a 10 percentage point reduction on a year earlier. **Resolution of queries** at first point of contact stands at 92% against a target of 80%, a similar improvement on previous year. Performance targets have been exceeded in all four **customer satisfaction** measures (overall satisfaction, professionalism, resolution, response speed). Overall the number of **calls answered** in 30s has improved to 89% against a target of 90% and average **waiting times** in the One Stop Shop have improved to 11mins 34 secs against a target of 15min.

The number of **electronic forms** received and processed per month has increased to 4371 compared with 1527 for the same period in 2009/10. The proportion of **web forms and web visits** as a percentage of overall contact is 64% against a target of 60%.

A review of **partnership governance** has been completed and structures simplified. A Lean review of **insurance** has been completed which has delivered budget savings for 2011/12. The introduction of the joint room for **partnership data sharing** has been very slow but the Police completed their IT installation on 11 May.

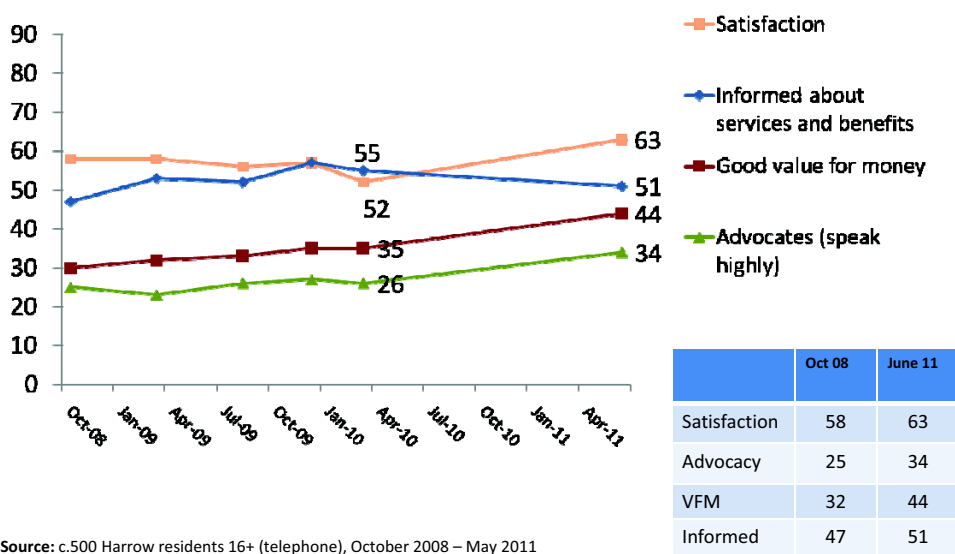
Residents' Views

The latest wave of the Involvement Tracker (June 2011) has seen a **number of Council service and involvement measures improve** since the last edition of its predecessor, the Reputation Tracker (March 2010).

Until now, **satisfaction with the Council** had not been able to break the 60% threshold, but the most recent survey has seen satisfaction rise to 63%, a nine point increase since March 2010 and the highest score recorded to date. The average satisfaction rating across London (according to the recent LGinsight National Poll¹) stands at 65%.

At the same time, **the proportion of residents who speak highly of the Council is also at its highest recorded level** at 34% (an increase of eight points since March 2010). The average across London is 32%.

Key ratings



Source: c.500 Harrow residents 16+ (telephone), October 2008 – May 2011

Awareness of the Council's main publication, Harrow People, remains high with 70% saying they have seen it in the last six months. Awareness of the Council website is also up (by three points to 46%) along with awareness of the A-Z and Harrow Arts Centre brochure.

Those who feel the Council offers good **Value for Money increased** by nine points to 44%. However, there has been a **slight drop in the proportion of residents who say they feel informed** about services and benefits the Council provides, by four points to 51% since March 2010. This is also slightly below the London and national average for this measure (both 55%).

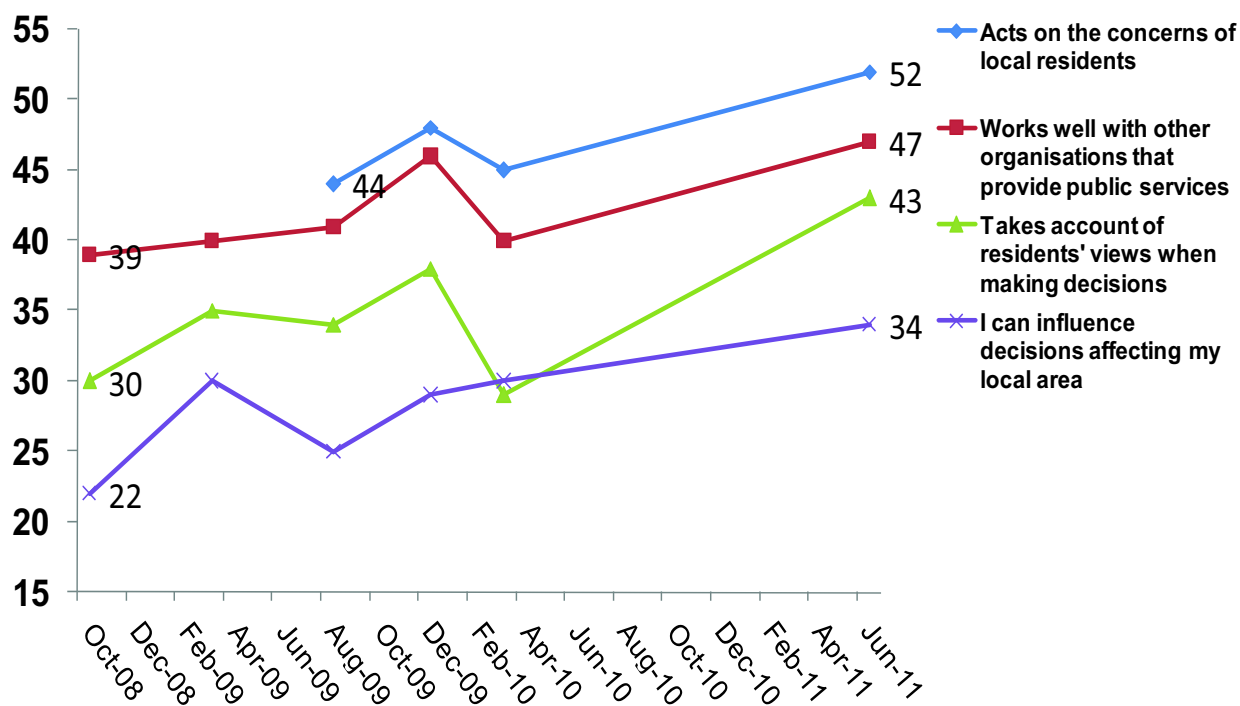
The Council is **making good progress in helping residents to feel involved and engaged** with the Council and with things happening in their local area. More residents now feel the Council takes account of their views when making decisions (up four points to 43%), feel the Council works well with other organisations (up seven points to 47%) and that they can influence decisions in the local area (up four points to 34%).

Customer care ratings recorded in March 2010 were poor with two in five residents feeling satisfied with the handling of queries and just a third (34%) satisfied with the outcome of contact with the Council. Since then **perception of customer care has vastly improved**, with

¹ Telephone survey of 1,000 GB residents, June 2011, LGinsight/Populus

around three in five residents feeling satisfied with the handling of their enquiry and over half (55%) satisfied with the final outcome of their enquiry.

Involvement measures



Question: To what extent do you agree or disagree with the following statements about Harrow Council?

Source: c. 500 Harrow residents 16+, May 2007 – June 2010

Staff views

Results for the 2011 Staff Survey paint a positive picture for the Council.

We had a 56% response rate, similar to the previous survey and significantly above the typical response rates to staff surveys. The findings are therefore a valid representation of staff views across the Council.

The substantially increased levels of engagement evidenced between 2008 and 2009 were maintained this year, which is a positive finding given the level of change being experienced in the Council.

This year's results were compared with a public sector benchmark and also with a more robust all sector benchmark and encouragingly, some responses are significantly more positive than both.

Highlights

- Between 2008 and 2009 surveys – 86% improvement in staff views.
- There have been further improvements in views about the Council since 2009, in particular
 - How well informed staff feel about the Council
 - Staff are clear about the Council's transformation programme Better Deal for Residents
 - Understanding progress within their own team.
- Some of the many other improvements since 2008 are:
 - Overall satisfaction with working for the Council from 50% to 63%
 - Advocacy of the Council as a place to work from 34% to 48%
 - Levels of engagement in the Council 63% to 70%
- The three most important things for staff are:
 - How we manage change
 - How fulfilled they are in their work
 - Views of leadership and strategic direction

How well staff think we've done has improved and in some cases, doubled since 2008.

Areas for Improvement

- There has been a small dip since 2009 in the extent to which staff feel positive about the future, which is not surprising given the extent of change
- Compared to other public sector organisations staff responses were marginally less positive particularly in:
 - Being able to say what they think without fear of negative consequence
 - Wellbeing – in workload and adequacy of resources.

Better Deal for Residents

The Better Deal for Residents programme has made significant progress in a number of areas with:

- the overall aims of creating a more efficient and effective organisation,
- joining up and personalising customer services for our residents
- building on the community spirit of residents to be more involved in the future of their Borough.

Achievements and progress to date include:

Adults' Services Consultation

Residents, service users and carers are being consulted by Adults' Services in order to make decisions about which services to change, scale back, tailor or keep. The results of a pre-consultation held in late 2010 were presented to Cabinet on 17 March. Four sub groups are now working on options to be consulted on from May until July 2011, with a final report to be presented to Cabinet in October 2011.

Reablement

Harrow's new reablement service is designed to help residents regain vital skills and the confidence needed to live independently at home after a spell of illness or an accident. Phase 1 of this project is complete. Phase 2 commenced in quarter 1, 2011/12.

Libraries RFID

This project to introduce self-service technology into all of our libraries began in November 2010 and has included staff training and the development of new working practices to take full advantage of the technology. All books have been tagged and the system customised and it is now being rolled out across the Council's 11 libraries. Feedback from staff and customers is very positive, supported by very high levels of utilisation.

Public Realm

This project involves the introduction of new technology to the Streets and Grounds Maintenance team, which will include a new back office system and mobile working technology for operatives. User-friendly handheld devices and 'in cab' devices for vehicles will be used to present work schedules and allow the communication of issues and provide progress updates in near 'real time'. The Council's requirements have driven significant development work from the supplier, which whilst very valuable in the long run, will put pressure on the timescales for delivery. In parallel the service is managing significant organisational re-structuring and training.

Customer Contact Assess & Decide (CCAD)

The ambition for this project is to create a better customer experience by channelling all initial customer contact through Access Harrow. Work has progressed in designing the IT integration solutions in addition to the selection and development of the staff to work in Access Harrow. Work has been completed on time to create an expanded call centre on the 4th floor of Civic 1, to support the phased introduction of new services over the summer.

Integrated Targeted Services – Children's

The proposals for a new way of working for Children's Services, ensuring we improve our services in the context of a reduced budget, were approved by Cabinet on 17 March 2011. Staff and service users have been involved in designing the new model, which reduces bureaucracy, ensures a more appropriate service for vulnerable children and families, and delivers efficiencies. A staff consultation ran from 31 March to 10 May 2011 and the new model will be operational from October 2011.

Academies

The law governing academies changed with the Academies Act 2010 so that primary and special schools as well as secondary schools could apply to become academies. In order to manage the Council's involvement in and response to the transition of some schools to academy status, a project team was established at the end of February 2011. Briefings have taken place with various groups, including Education Consultative Forum, Trade Unions, Governors and Heads and a paper on the potential conversion of high schools to Academies was presented to Cabinet on 17 March 2011. The Council has supported the schools to carry out wide ranging consultation with parents, young people and other stakeholders and has applied major resources to ensure progress on all key areas, including workforce, finance, land and property, communications and consultation, Service Level Agreements (SLAs) and data and information. This means that schools are still on track to convert in August 2011.

Special Needs Transport II

Following approval by Cabinet at the end of October 2010, work has progressed to develop and deliver the approach on independent travel. The programme for Children Services is progressing as planned and due to be completed by June 2011. Work with adults has been suspended as a result of decision to extend consultation with customers of the service. Consultation is due to be completed in October 2011.

Business Support

The principles behind the project are now being applied by Directorate, and engagement with senior management is underway to explain how this process will work in their areas and who should be involved. Further tiers within the organisation are now becoming aware of the impact that the project will have on the way the Council does business in the future and how the opportunities can contribute to efficiency. Staff consultation is being undertaken and both Change Champions and a Change Manager have now been recruited.

Mobile & Flexible Working

The Mobile and Flexible working project aims to deliver a standard and scalable flexible working solution that will meet the Council's changing needs in the future. The project's approach and costs have been reviewed and a revised business case will be submitted to Cabinet in September 2011.

Voluntary Severance Scheme (VSS)

In discussion with Members, it was decided to run a voluntary severance scheme again in 2011. This offers staff the opportunity to volunteer to terminate their employment with the Council and receive a compensation payment if the circumstances suit them. As before, the Council will decide whether to accept a volunteer based on the need to retain a balance of skills and experience in the workplace and to ensure that services are maintained and delivered effectively. The Council will also consider the financial implications of any decision. The scheme was launched to all staff on 23 May 2011, with a closing date for applications of 24 June 2011.

Supporting Staff through Change

A programme has been put in place to support staff during the substantial change brought about by the transformation programme. This included advice on how to find new jobs, CV writing and workshops. Regular newsletter updates have been circulated to staff directly impacted by the Better Deal for Residents projects, and communications have been sent to all staff to advertise the general workshops, which ran from January to March with over 300 staff attending. The existing programme was developed primarily for staff affected by the Streets and Libraries projects, and support is now being sourced for the CCAD, Business Support and Children's Transformation projects. **LifeTrack** is an online support tool, and is available for up

to 600 staff. It offers a complete range of support tools on topics such as, coping with change and uncertainty, thinking about the future, career planning, CV writing, job finding; and interview preparation. Staff will trial the package up to November 2011.

Redeployment

We are currently working on a project to improve our management of redeployees across the Council. In conjunction with commercial partners, we are developing an online system to efficiently manage the matching of vacancies to employees categorised as 'at risk'. The system is in the final stages of testing and is scheduled to be implemented in June 2011.

Resourcing

The Resourcing project is a collaborative approach with Hammersmith and Fulham Council to procure a single neutral vendor supplier of Agency Staff on a four year framework contract which can be accessed by all other London Boroughs to achieve the most cost effective service. Following a tendering exercise during March to May, a report recommending contract award will go to Cabinet in July 2011. Contract commencement is planned for October 2011.

Modernising terms and conditions of employment

The aim of this project is to develop a more modern and flexible set of Terms and Conditions to better meet the new needs of the workforce in the future. An information item was presented to Cabinet in March 2011. Meetings have been held with Regional and Branch officials for Unison and GMB to agree negotiating leads, joint communication, governance, timescales, etc. Final negotiations have started. Stakeholder engagement is also underway and will continue as the project develops.

Procurement

The Procurement Transformation project aims to strengthen the strategic capability and improve the operation of the procurement function, resolving uncertainty over roles and responsibilities for securing efficiencies through procurement and targeting category savings across the organisation. A redesigned procurement process has been shared with colleagues to confirm as fit for purpose and gain feedback to improve further. Opportunities from improved approaches to low value spend have been outlined and are now being discussed and agreed with service heads. Recruitment of additional procurement staff on an interim basis to support Directorates is complete. Procurement training has commenced, with a good level of attendance from directorate nominated approvers (decision makers and influencers).

IT Improvements

Capita took over provision of the Council's IT services on 24 November 2010. The early phase focussed on stabilising and improving the performance of the live service. An overall development programme has now been agreed and work started on early deliverables. The Council's client team is now established and a Council-wide user group is in operation to ensure appropriate consultation and problem solving processes are in place.

The latest installations are the design and build of the Wide Area Network. This WAN will be the link for our systems access in the Capita Data Centre in West Malling and will be fully installed by the end of October. The E-mail migration project (from GroupWise to Outlook) is due for Council-wide launch in July. The new system will be demonstrated and question and answer sessions held. It is intended to migrate all users by the end of October. The new Citrix system is now available and will be used for existing applications during August and September. The complete data centre migration is on course to complete during 2012.

The Council is now considering the next phase of its Transformation Programme.

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
NI 195 Improved cleanliness - litter	HG	HG
NI 195b Improved cleanliness – detritus	HG	HG
NI 195c Improved cleanliness - graffiti	LG	HR
NI 195d Improved cleanliness – fly posting	HG	LG
NI 192 Household waste recycled and composted	A	LG
NI 32 Repeat incidents of domestic violence	HR	HR
Residential Burglary Sanction Detection Rate	HG	HG
Number of Residential Burglaries	A	HG
NI 40 Number of drug users recorded as being in effective treatment	LR	LR
Tree Planting	On hold	HR

Annual Corporate Scorecard	2010/11 data
NI 168 Principal roads where maintenance should be considered	LG
NI 169 Non-principal roads where maintenance should be considered	LG
NI 186 Per capita CO2 emissions in the LA area	HG
NI 185 CO2 reduction from Local Authority operations	Not available

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target

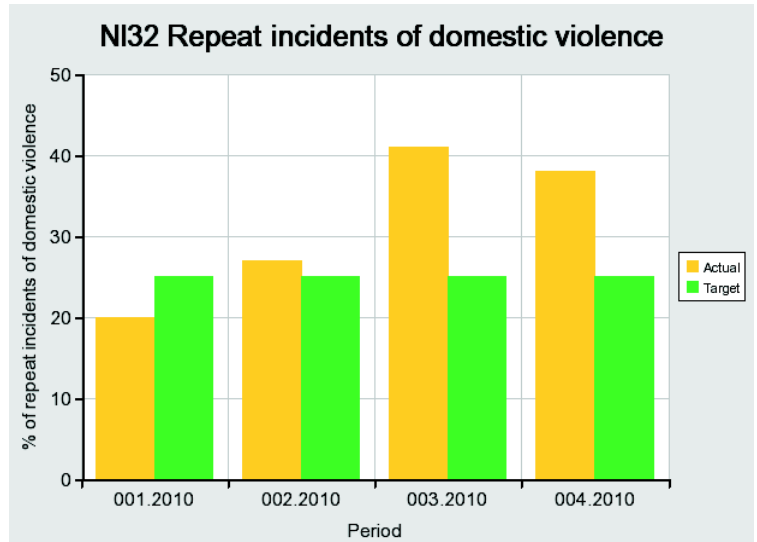
Summary of key challenges

NI 195c Improved cleanliness – graffiti

The Quarter 4 survey result was 7% of surveyed streets below standard, more than double that of Q3, against a target of 3%. The annual outturn was 5%. The quarter 4 figure appears to be a short term increase but the detailed results of the survey are being examined to confirm.

NI 32 Repeat incidents of domestic violence

Of the cases referred to the MARAC² in Q4, 38% had been referred back within 12 months (see chart). Of the eight cases, one individual was referred back four times, accounting for half. Over the past year a programme of training and information across involved professionals in the Borough has raised awareness of the processes around domestic violence incidents and raised reporting levels. Recording processes are also now more accurate. The level of reported repeat incidents is now thought to be stabilising and is comparable with best practice MARACs. The target for 2011/12 has been adjusted accordingly.



NI 40 Number of drug users recorded as being in effective treatment

A drop in the number of clients in the quarter was due to the discharge of 15 clients with eight successful completions. Achievement of the year-end target will be measured in June owing to the requirement of a 12 week retention. The Probation Service has set up a system to identify and refer additional clients and other actions are in place to encourage take-up.

Tree Planting

Please see under Flagship Actions.

² Multi Agency Risk Assessment Conference

Flagship Actions commentary

1.1	<p>Flagship Action: Acquire and distribute a borough-wide traceable property marking product to prevent burglary and other acquisitive crime.</p> <p style="text-align: right;">Portfolio Holder: Cllr Philip O'Dell Lead officer: Brendon Hills</p>		
1.2	<p>Flagship Action: Set up a network of Neighbourhood Champions as points of contact across the borough to report street scene issues</p> <p style="text-align: right;">Portfolio Holder: Cllr Philip O'Dell Lead officer: Brendon Hills</p>		
1.3	<p>Flagship Action: Deliver the Playbuilder Scheme</p> <p style="text-align: right;">Portfolio Holder: Cllr Philip O'Dell Lead officer: Brendon Hills</p>		
	<p>Measurements: Make a difference to the rate of burglary and other acquisitive crimes as measured by the Police crime recording and the British Crime Survey. Make a difference to the fear of crime as measured by the Place Survey.</p>	<p>Status: Green</p>	<p>Progress: The implementation of the SmartWater project remains on track. In excess of 25,000 kits in circulation – approx 20,000 installed. Data from SmartWater is being used to compare the implementation spread with ongoing burglary patterns. Further analysis will allow the appropriate prioritisation of further local initiatives.</p>
	<p>Measurements: Recruit and train 200 volunteers by April 2010. 1000 to be recruited by year end.</p>	<p>Status: Green</p>	<p>Progress: At the close of March 2011, there were 1,207 Neighbourhood Champions signed onto the scheme with 672 completing the relevant training programme. A Neighbourhood Champion conference is currently being planned for summer 2011. Initial results for incidents logged between April 2010 and March 2011, indicate that Roxeth, West Harrow and Canons wards had the largest number of issues logged by Neighbourhood Champions, ranging from issues across Public Realm Services, Engineers and Community Safety. *COMPLETE*</p>
	<p>Measurement: 11 parks improved. Increase satisfaction with open spaces in Harrow as measured by the Place Survey (2008 baseline 59% satisfied or very satisfied).</p>	<p>Status: Green</p>	<p>Progress: The Playbuilder scheme has now been completed, with 11 playgrounds being delivered during 2009-10 and seven delivered during 2010-11. All funding has been used and all playgrounds have been delivered on time. A key success during 2010-11 was in partnership with colleagues in Housing. Sites at Greenway, Brockhurst Corner and Weald Village were delivered in consultation with Housing and are aimed at areas where usage is considered to be significant. *COMPLETE*</p>

1.4	Flagship Action: Improve street cleanliness Portfolio Holder: Cllr Philip O'Dell Lead officer: Brendon Hills		
	Measurement: Exceed the Government target of a 12% improvement in street cleanliness as measured by National Indicator 195.	Status: Green	Progress: This flagship is calculated by taking the average figures for 195a (litter = 5%) and 195b (detritus = 5%), which means this flagship action has been achieved. The implementation of the Public Realm Maintenance Transformation project is currently underway, designed to deliver greater service efficiencies and customer satisfaction. A go live for the project is planned for Spring 2011 and further updates on progress will be reported throughout 2011-12. A publicity campaign is due to be delivered post go live to inform customers of service improvements and promote access to new information that will be available to them. *COMPLETE*
1.5	Flagship Action: Plant trees Portfolio Holder: Cllr Philip O'Dell Lead officer: Brendon Hills		
	Measurement: Plant 850 more trees across the borough	Status: Amber	Progress: The end of year figure for tree planting is in the region of 600. The target of 850 has not been met due to a reduction in capital funding for the scheme - this will continue into 2011. However, business cases are currently being produced to bid for capital funding for the forthcoming financial year - updates will be provided throughout the year.

Quarterly Corporate Scorecard 2010/11

Priority: Keeping neighbourhoods clean, green and safe

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Improve street and environmental cleanliness												
NI 195a	NI195a Improved cleanliness - litter (% of areas/sites surveyed that were below standard)	▼	✓	Not available			12%	4%	HG	12%	4%	HG
NI 195b	NI195b Improved cleanliness - detritus	▼	✓	Not available			12%	6%	HG	12%	4%	HG
NI 195c	NI195c Improved cleanliness - graffiti	▼	✓	Not available			3%	3%	LG	3%	7%	HR
NI 195d	NI195d Improved cleanliness - fly posting	▼	✓	Not available			1%	0%	HG	1%	1%	LG
NI 192	NI 192 Household waste recycled and composted	▲	✓	47%	46.40%	A	48%	45%	A	50%	51%	LG
	Tree Planting	▲	✓	Not available			On hold			850	600	HR
Make Harrow Safer												
NI 32	NI 32 Repeat incidents of domestic violence	▼	✓	12.50%	23%	HR	25.00%	41.00%	HR	25.00%	38.00%	HR
	Residential Burglary Sanction Detection Rate	▲	✗	Not available			16%	32%	HG	16%	25.7%	HG
	Residential burglaries	▼					477	493	A	534	496	HG
NI 40	NI 40 Number of drug users recorded as being in effective treatment	▲	✓	435	402	LR	431	404	LR	435	402	LR

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Annual Corporate Scorecard 2010/11

Keeping neighbourhoods clean, green and safe

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	2009/10 Target	2009/10 Actual	2009/10 Status	2010/11 Target	2010/11 Actual	2010/11 Status
Improve the Safety of Journeys								
NI 168	Principal roads where maintenance should be considered	▼	7%	7%	LG	7%	7%	LG
NI 169	Non-principal roads where maintenance should be considered	▼	7%	7%	LG	7%	7%	LG
Preserve & enhance the environment within the borough								
NI 186	Per capita CO2 emissions in the LA area	▼	7.50%			4%	3.40%	HG

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Priority: United and involved communities: a Council that listens and leads

Green

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
No of cases where positive action is taken to prevent homelessness	HG	HG
NI 152 Working age people on out of work benefits	A	A

Annual Corporate Scorecard	2010/11 data
NI 198 Children travelling to school – mode of travel usually used	HG
NI 156 No of household living in temporary accommodation	HG
NI 13 Migrants’ English language skills and knowledge	Not available
NI 35 Building resilience to violent extremism	HG
NI 8 Adult participation in sport	HG

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target

Flagship Actions commentary

2.1 (3.1)	Flagship Action: Open Whitmore High School in September 2010 offering state of the art education provision for 1310 students and providing sixth form facilities as well as a new community sports and arts venue. Portfolio Holder: Cllr Brian Gate Lead officer: Catherine Doran		
	Measurements: Building completed and handed over by July 2010. Teaching begins in September 2010. Community facilities open by October 2010. Demolition of old school and landscaping by end of March 2011.	Status: Amber	Progress: Final external works are currently being completed and have extended beyond the March deadline. All other phases complete.

2.3 (3.7)	Flagship Action: Extend hate crime reporting to include all six equality groups. Portfolio Holder: Cllr Philip O'Dell Lead Officer: Brendon Hills		
	Measurements: Revise the Hate Crime Protocol to include all equality Groups. Deliver development work with the existing 24 sites.	Status: Green	Progress: Extensive engagement work has been undertaken with community groups to develop these protocols. A formal launch of the revised protocol and roll-out of hate crime reporting to include the additional categories is planned for July. A documentary film has been developed based on feedback from the Hate Crime community road show.
2.4 (3.8)	Flagship Action: Create an independent single Equalities Body for Harrow. Portfolio Holder: Cllr Mrs Rekha Shah Lead officer: Brendon Hills		
	Measurements: Establish a single equalities approach for the Borough. Implement the new body.	Status: Green	Progress: The Harrow Equalities Centre had its official launch in November 2010. The organisation is now up and running and has recently appointed a new Director. There are plans to hold an annual general meeting in the Summer. *COMPLETE*

Completed Flagship Actions

The following Flagship Action has previously been reported as completed:

2.2 (3.2) Complete successfully the change of Age of Transfer with year 7 pupils joining high schools for the first time in September 2010 in response to the views of Harrow residents.

Quarterly Corporate Scorecard 2010/11

Priority: United and involved communities: a Council that listens and leads

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Tackling homelessness & demand while reducing temp accommodation												
	No of cases where positive action is taken to prevent homelessness	▲	✘	800	821	LG	615	684	HG	850	1025	HG
Maintain economic development												
NI 152	NI 152 Working age people on out of work benefits	▼	✔	8.6%	8.6%	LG	2.5%	2.6%	A	2.5%	2.6%	A

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Annual Corporate Scorecard 2010/11

United and involved communities: a Council that listens and leads

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	2009/10 Target	2009/10 Actual	2009/10 Status	2010/11 Target	2010/11 Actual	2010/11 Status
Stay Safe Outcome								
NI 198	Children travelling to school – mode of travel usually used	▼	32.0%	28.0%	HG	31.0%	29.0%	HG
Tackling Homelessness & demand while reducing temp accommodation								
NI 156	NI 156 no of households living in temporary accommodation	▼	560	552	LG	528	442	HG
Continue to be a Cohesive borough								
NI 35	NI 35 Building resilience to violent extremism	▲	1	2	HG	2	3	HG
Be healthy outcome								
NI 8	Adult participation in sport	▲	14.8%	16.3%	HG	16.3%	16.7	HG
Preserve and Enhance the Environment within the borough								
NI 197	Improved local biodiversity - active management	▲				100%	100%	LG

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Priority: Supporting and protecting people who are most in need

Green

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
Initial assessments completed within 10 days of referral (changed from NI59)	HR	HR
NI 64 (PAF C21) Duration on the Child Protection Register	A	LR
NI 65 (PAF A3) Re-registrations on the Child Protection Register	HG	HG
% of children with a Child Protection Plan allocated to a qualified Social Worker	A	A
% of Children Looked After allocated to a qualified Social Worker	A	A
NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement	LR	A
NI 63 Stability of placements of children looked after: length of placement	HG	HG
NI 117 % of young people aged 16-18 who are NEET	HG	HG
High schools judged as having good standards of behaviour	HG	HG
NI 88 number of extended schools	LG	LG
NI 103a SEN - statements issued within 26 wks (excl. exceptions)	HG	HG
NI 103b - SEN - statements issued within 26 wks (all statements)	HG	LG
Primary schools judged to have good standards of behaviour	LG	LG
NI 132 Timeliness of social care assessments	LG	LG
NI 133 Timeliness of social care packages	See note 3	A
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	LG	HG
NI 135 Carers receiving needs assessments or reviews and a specific carer's service or advice and information	HG	LG
PAF-D40 People receiving a review as a % of those receiving a service	A	LG
NI 146 Adults with learning disabilities in employment	HR	HG
NI 125 Achieving independence for older people through rehab	Q4*	LR
Rate of permanent exclusions from schools	HG	HG
Rate of fixed term exclusions from schools	HG	HR
Major adaptations waiting time (SAS measure)	HG	LG
QA - 'CRILL' -% of new res/nursing care rated good/ excellent	See note 1	See note 1
QA - 'CRILL' -% of new home care rated good/ excellent	See note 1	See note 1
Ethnicity of clients vs Harrow population	LG	LG
NI 136 People supported to live independently (C29,30,31,32)	HG	LG

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
6 wk satisfaction survey for new adult social care clients	See note 2	See note 2
Average time taken to relet LA housing (days) (exBV212)	LR	LR
Total number accepted as homeless and in priority need	A	HG
No of private sector vacant properties returned to occupation	HG	HG
NI 155 Number of affordable homes delivered (gross)	HG	HG
NI 109 Number of Sure Start Children's Centres	LG	HR
No. of households we assist with housing in the private rented sector	HR	HG

Annual Corporate Scorecard	2009/10 data
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	HG
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2	A
NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	LR
NI 87 Secondary schools persistent absence rate	HG
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	HR
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	A
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	A
NI 99 Children in care – to increase proportion achieving level 4+ in English at Key stage 2	HG
NI 100 Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	HG
NI 101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	HR
NI102a Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2	HG
NI102b Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS 4	A
NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black Caribbean	HR
NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black African	LR
NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Other black	HR
NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Other white	LG
NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Black Caribbean	HR
NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Black african	LR

Annual Corporate Scorecard	2009/10 data
NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Other black	HR
NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Other white	HR
% pupils achieving level 4 or above in both English and maths at KS2 for White British pupils eligible for FSM	HR
% pupils achieving level 4 or above in both English and maths at KS2 for Black African pupils eligible for FSM	No target
% pupils achieving 5+A*-C including English & Maths GCSEs for White British pupils eligible for FSM	HR
% pupils achieving 5+A*-C including English & Maths GCSEs for Black African pupils eligible for FSM	No target

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
*Q4	The Department of Health have changed the requirements for this indicator to a 3 month sample which will now be reported in Q4	
Note 1	The Care Quality Commission is no longer producing star ratings. We await the re-launch of their new registration system.	
Note 2	This survey was suspended as the Dept of Health carried out a statutory survey in Q3 and there was a risk of clients receiving two survey forms. The survey will be restarted in Q1 with amended questions based on learning from the Dept of Health survey.	
Note 3	This data is to follow.	

Summary of key challenges

NI 133 Timeliness of social care packages (A)

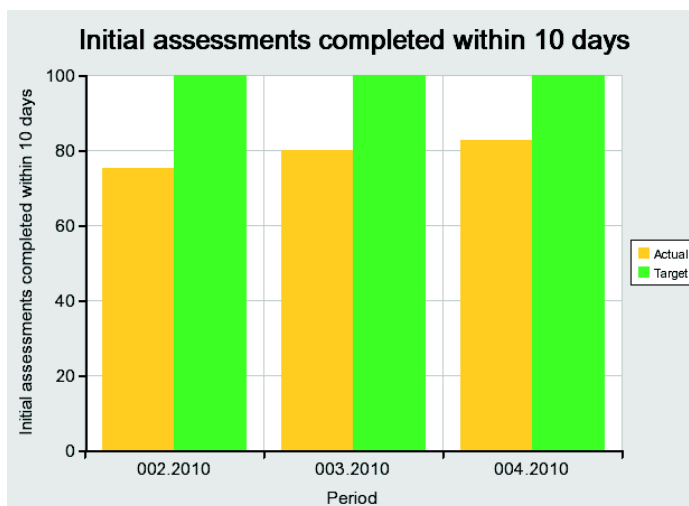
The year-end target was not met, though performance was significantly better than 2009/10. A number of cases were affected by transitional issues relating to the transfer of the equipment service from direct provision to MedEquip, now resolved. Some other cases were delayed by circumstances outside the authority's control such as GP appointment delays. Nevertheless the result was significantly better than the previous year and is expected to be much more in line with the London average.

NI 125 Achieving independence for older people through rehabilitation

This indicator shows an actual of 79.6% against a target of 85%. Under Department of Health requirements, this is based on a sample survey taken in the last quarter of the year and prediction of likely results is therefore difficult. Neither CQC or DoH has provided any interpretation of this indicator although neither a very high nor very low figure would seem appropriate. DoH will provide additional advice in the new Outcomes Framework.

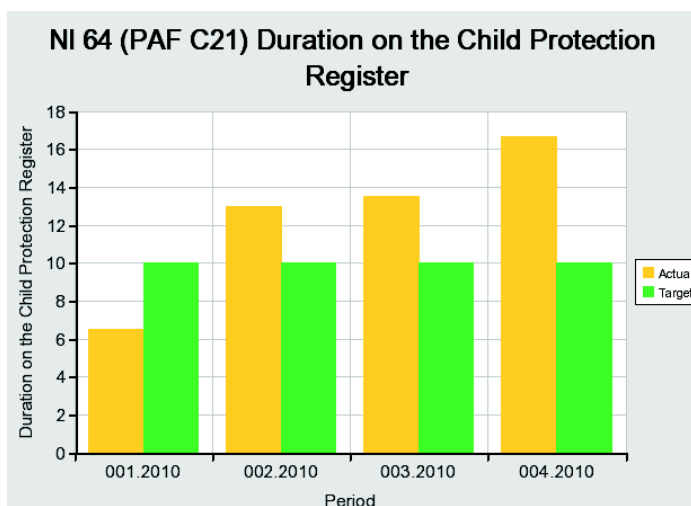
Initial assessments completed within 10 days of referral

An improving trend is evident from quarter to quarter, although the indicator remains below target at 82.61% against 100%. A drop in performance in the first half of year has had an impact on the overall performance. The drop coincided with team reconfiguration and major workforce pressures relating to social work recruitment and retention. Major efforts in second half of year meant that most assessments were completed on time. 4* authorities in London averaged 86% in 2009-10. This was the first year for measuring initial assessments within 10 days and there was no baseline or comparator data: a target of 100% was therefore unrealistic.



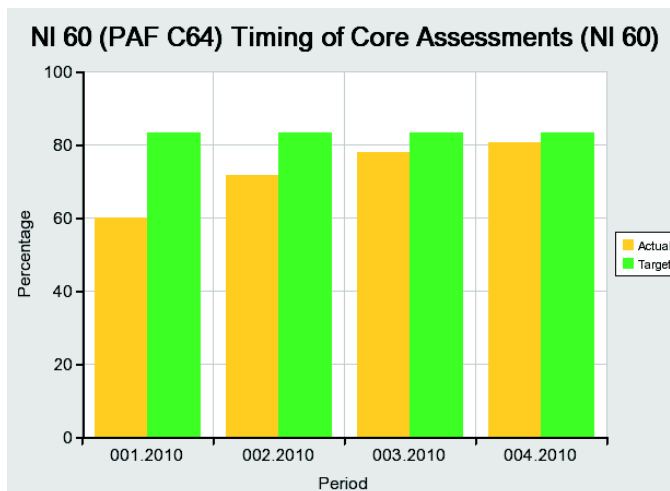
NI 64 (PAF C21) Duration on the Child Protection Register

Child Protection Challenge Panels are being held to ensure all cases of over 18 months are receiving additional scrutiny. There are currently 24 children in this group. These plans will be discussed at the Challenge Panels. A new local indicator to reduce the number of children with plans 2years+ will further focus on reducing the numbers in 2011/12.



NI 60 Core assessments for children’s social care that were carried out within 35 working days of their commencement

This indicator remains slightly below target (80.37% against 83%) but significant improvement can be seen across the year. The same comments apply as for Initial Assessments completed within 10 days, above.

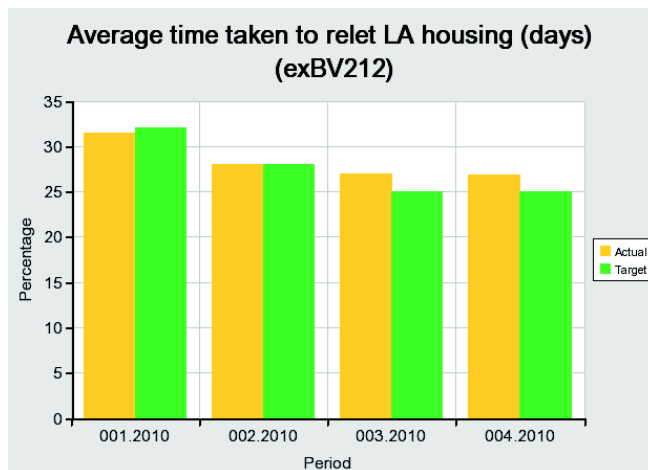


Rate of fixed term exclusions from schools

Rising fixed term exclusions in this Spring term is disappointing, it contrasts with the lowest ever figures in the Autumn term. Precise reasons are as yet unknown. However it should be noted that the Spring term 2011 was a particularly long term, which will have impacted on numbers. A more realistic position will be clear once the Summer term figures are known.

Average time taken to relet LA housing (days) (exBV212)

Actual 26.9 against a target of 25. The underlying performance is well below 25 days – this is the annual average. Void process changes are close to adoption, which should reduce turnaround time further.



Annual scorecard – attainment indicators

- **NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest**
Harrow has continued to make steady progress in Narrowing the Gap. The very ambitious target that was in place was not achieved; however, the gap has reduced from 38.1 to 37.6. There is an action plan in place to support continued progress in outcomes at the end of Foundation Stage which includes supporting schools with the lowest outcomes for children and ensuring effective implementation of particular streams of work through Children's Centres, private and voluntary settings and schools.
- **NI 75 Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths**
Schools' results have been maintained this year, in line with local targets.
- **NI 93 Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English**
An outturn of 89% against a target of 90%. Schools' results have increased from 2009, and are in the top quartile nationally.
- **NI 101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)**
Continued success with adoptions leaves an older cohort that is less stable which has an impact on this indicator. Two out of a cohort of 17 young people obtained 5 A*-C including English & Maths, seven young people obtained 5 GCSE's grade A* - G. The Virtual Head teachers only tracked pupils in Borough for 2009-10 and we had nine children out of borough. Seven young people did not sit any exams.

From 2010 - 11, Virtual Headteachers will continue tracking pupils including those out of Borough.

- **NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black Caribbean**

Whilst this pupil group is underachieving compared to all Harrow pupils, they continue to attain higher than the same pupil group nationally.

- **NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black African**

- **NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Other black**

Many Harrow schools have identified these pupil groups as target groups for intervention strategies within the school. Some of these schools are formally part of the Local Authority's "Narrowing the Gap" project that challenges and supports schools to improve the attainment of under-achieving pupils, whilst maintaining improvements for all pupils.

Flagship Actions commentary

3.2 (2.2)	<p>Flagship Action: Increase the number of carers receiving a needs assessment and service.</p> <p style="text-align: right;">Portfolio Holder: Cllr Margaret Davine Lead officer: Paul Najsarek</p>	
<p>Measurements: 2,600 carers will receive a service during 2010/11 that will improve their quality of life compared with 2,400 carers estimated by the end of March 2010.</p>	<p>Status: Completed</p>	<p>Progress: At Q4, 3094 carers had a service during the year. This has surpassed the target of 2,600 and is a substantial increase on last year due to continued efforts from staff and dedicated officers. *COMPLETE*</p>
3.4 (2.4)	<p>Flagship Action: Open provision for autistic children in Aylward and Priestmead schools in September 2010 with 6 pupils in each base as well as outreach support to other schools.</p> <p style="text-align: right;">Portfolio Holder: Cllr Brian Gate Lead officer: Catherine Doran</p>	
<p>Measurements: Centres operational by September 2010. Full capacity of six pupils at each centre by October 2010</p>	<p>Status: Completed</p>	<p>Progress: *COMPLETE*</p>
3.5 (2.5)	<p>Flagship Action: Assist those unable to purchase homes in the private market to secure new affordable homes in Harrow.</p> <p style="text-align: right;">Portfolio Holder: Cllr Bob Currie Lead officer: Paul Najsarek</p>	
<p>Measurements: Deliver 219 affordable homes in 2010/2011 which will complete the three year annual target from 2008/2011 of 656.</p>	<p>Status: Green</p>	<p>Progress: Target exceeded and forward programme in place for 2011-12 *COMPLETE*</p>
3.6 (2.6)	<p>Flagship Action: Provide a range of initiatives designed to support vulnerable people in housing difficulties that have been caused by the recession.</p> <p style="text-align: right;">Portfolio Holder: Cllr Bob Currie Lead officer: Paul Najsarek</p>	
<p>Measurements: Assist a minimum of 750 households experiencing housing related difficulties.</p>	<p>Status: Green</p>	<p>Progress: We continue to perform well on this measure and are in top quartile. Because of HB changes and uncertainty in Private Sector Housing homeless approaches have increased significantly and in consequence TA acquisitions is becoming difficult and B&B is currently 40 households (concerns re budget and implications for council stock) . *COMPLETE*</p>

3.7 (2.7)	Flagship Action: Open a further 6 Children's Centres by 2011.		
	Portfolio Holder: Cllr Mitzi Green Lead officer: Catherine Doran		
	Measurements: 6 centres open by March 2011.	Status: Green	Progress: By the end of June all 16 Children's Centres will be completed. The final three, Earlsmead, Elmgrove and Roxbourne will be officially launched at the beginning of the Autumn Term. A consultation to support the next phase of the Children's Centre Strategy has been launched and will run until Friday 12th August.
	Pinner Centre April 2010 Rayners Lane July 2010 Vaughan Road NRC Sept 2010 Elmgrove January 2011 Roxbourne January 2011 Centre 16 March 2011 (location to be confirmed)		
	All 16 Children's Centres will be open by 2011.		

Completed Flagship Actions

The following Flagship Actions for 2010/11 have previously been reported as completed:

- 3.1 (2.1) Maintain the Council's position as a leading London local authority in the allocation of personal budgets for service users.
- 3.3 (2.3) Launch an innovative on line catalogue of services to help personal budget holders and people who fund their own care to purchase services.

Quarterly Corporate Scorecard 2010/11

Priority: Supporting and protecting people who are most in need

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Stay Safe Outcome												
	Initial assessments completed within 10 days of referral	▲	✘	Not available			100%	79.86%	HR	100%	82.61%	HR
NI 64	NI 64 (PAF C21) Duration on the Child Protection Register	▼	✘	10%	3.64%	LG	10%	13.51%	A	10%	16.67%	LR
NI 65	NI 65 (PAF A3) Re-registrations on the Child Protection Register	▼	✘	12.5%	8.28%	HG	10%	9.48%	HG	10%	7.97%	HG
	% of children with a Child Protection Plan allocated to a qualified Social Worker	▲	✘	100%	98.94%	A	100%	98.95%	A	100%	99.38%	A
	% of Children Looked After allocated to a qualified Social Worker	▲	✘	100%	98.73%	A	100%	96.12%	A	100%	99.28%	A
NI 60	NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement	▲	✓	82.52%	84.10%	LG	83%	77.71%	LR	83%	80.37%	A
NI 63	NI 63 Stability of placements of children looked after: length of placement	▲	✓	64%	68.60%	HG	68%	71.43%	HG	68%	74.07%	HG
Economic well being												
NI 117	NI 117 % of young people aged 16-18 who are NEET	▼	✓	3.60%	3.10%	HG	3.40%	2.76%	HG	3.40%	2.80%	HG

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Quarterly Corporate Scorecard 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Enjoy and Achieve Outcome												
NI 86	High schools judged as having good standards of behaviour	▲	✘	Not available			90%	100%	HG	90%	100%	HG
NI 88	NI 88 number of extended schools	▲	✓	98.5%	98.5%	LG	100%	100%	LG	100%	100%	LG
NI103a	NI 103a SEN - statements issued within 26 wks (excl. exceptions)	▲	✘	95%	94.96%	A	95%	100%	HG	95%	100%	HG
NI103b	NI 103b - SEN - statements issued within 26 wks (all statements)	▲	✘	95%	92.75%	A	90%	95.80%	HG	90%	90.00%	LG
	Primary schools judged to have good standards of behaviour	▲	✘	Not available			95%	96.00%	LG	95%	96.00%	LG
Increased choice and control												
NI 132	NI 132 Timeliness of social care assessments	▲	✓	96%	96.5%	LG	97%	97.30%	LG	97%	97.03%	LG
NI 133	NI 133 Timeliness of social care packages	▲	✓	94%	84.4%	HR	Not available			94%	91.48%	A
NI 130	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	▲	✓	20%	22.2%	HG	35.0%	35.20%	LG	35%	38.10%	HG
NI 135	NI 135 Carers receiving needs assessments or reviews and a specific carer's service or advice and information	▲	✓	59%	52%	HR	40%	44.80%	HG	52%	53.20%	LG
	PAF-D40 People receiving a review as a % of those receiving a service.	▲	✓	Not available			65%	63.70%	A	87%	86.70%	LG

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Quarterly Corporate Scorecard 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Freedom from discrimination and harassment												
NI 146	NI 146 Adults with learning disabilities in employment	▲	✓	12.5%	13.6%	HG	10.5%	9.33%	HR	14.5%	18.20%	HG
Improve Health & Wellbeing												
NI 125	NI 125 Achieving independence for older people through rehab	▲	✓	Not available			Not available - report in Q4			85%	79.6%	LR
Making a positive contribution												
	Rate of permanent exclusions from schools	▼	✗	Not available			0.06%	0.01%	HG	0.04%	0.03%	HG
	Rate of fixed term exclusions from schools	▼	✗	Not available			1.12%	0.87%	HG	1.12%	1.46%	HR
Improve Quality of Life												
	Major adaptations waiting time - weeks (SAS measure)	▼	✗	30	45.3	HR	45	41.5	HG	45	44.7	LG
	Ethnicity of clients vs Harrow population (closer to 1 is better)	▲	✗	1	1.04	LG	1	0.99	LG	1	1	LG
NI 136	NI 136 People supported to live independently (C29,30,31,32)	▲	✓	2785	3533	HG	2924	3560	HG	3450	3464	LG
Deliver high quality services												
	Average time taken to relet LA housing (days) (exBV212)	▼	✗	27	37.7	HR	25	27	LR	25	26.9	LR
Tackling Homelessness demand while reducing temp accommodation												
	Total number accepted as homeless and in priority need	▼	✗	Not available			45	46	A	60	45	HG

Quarterly Corporate Scorecard 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
	No of private sector vacant properties returned to occupation (as a % of vacant dwellings of HA and PS)	▲	✘	45	45	LG	22%	26%	HG	29%	42%	HG
	No. of households we assist with housing in the private rental sector	▲	✘	Not available			240	187	HR	250	272	HG
Increasing supply of housing												
NI 155	NI 155 Number of affordable homes delivered (gross)	▲	✓	219	266	HG	134	210	HG	219	285	HG
Be healthy outcome												
NI 109	NI 109 Number of Sure Start Children's Centres	▲	✘	81%	81%	LG	87.5%	87.5%	LG	100.0%	87.5%	HR

Annual Corporate Scorecard 2010/11

Supporting and protecting people who are most in need

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	2008/9 Target	2008/9 Actual	2008/9 Status	2009/10 Target	2009/10 Actual	2009/10 Status
Enjoy and achieve								
NI 72	NI 72 Early Years (EYFSP) to increase achievement for all children at age 5	▲	49.10%	50%	LG	49.20%	53.00%	HG
NI 73	NI 73 Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	▲	75%	75%	LG	80%	77.00%	A
NI 75	NI 75 Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	▲	64%	60.8%	A	65.00%	60.70%	LR
NI 87	NI 87 Secondary school persistent absence rate	▼				4.60%	3.60%	HG
NI 92	NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest	▼	33.37%	38.10%	HR	33.37%	37.70%	HR
NI 93	NI 93 Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English	▲	90%	86%	A	90%	89.00%	A
NI 94	NI 94 Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in Maths	▲	86%		HG	87%	85.00%	A
NI 99	NI 99 Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	▲	50%	50%	LG	40%	50%	HG
NI 100	NI 100 Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	▲	50%	50%	LG	40%	50%	HG
NI 101	NI 101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	▲	15%	7.14%	HR	28.00%	11.80%	HR
NI 102a	NI102a Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2	▼	34.4%	34.4%	LG	26%	24%	HG
NI 102b	NI102b Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS 4	▼		30%		25%	26.20%	A

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NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	2008/9 Target	2008/9 Actual	2008/9 Status	2009/10 Target	2009/10 Actual	2009/10 Status
NI 107	NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black Caribbean	▲	74%	60%	HR	76%	65.00%	HR
NI 107	NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Black African	▲	62%	53%	HR	73%	66.00%	LR
NI 107	NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Other black	▲	68%	57.8%	HR	70%	52.00%	HR
NI 107	NI107 % pupils achieving L4 or above in both English and maths at KS2 for Black and Minority Ethnic Groups – Other white	▲	70%	64%	LR	70%	70.00%	LG
NI 108	NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Black caribbean	▲				46%	33.10%	HR
NI 108	NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Black african	▲				48%	45.30%	LR
NI 108	NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Other black	▲				56%	37.50%	HR
NI 108	NI 108 % pupils achieving 5+A*-C including English & Maths GCSEs for Black and minority ethnic groups – Other white	▲				62%	53.70%	HR
	% pupils achieving level 4 or above in both English and maths at KS2 for White British pupils eligible for FSM	▲				78%	61.80%	HR
	% pupils achieving 5+A*-C including English & Maths GCSEs for White British pupils eligible for FSM	▲				28%	10.40%	HR

Priority: Supporting our Town Centre, our local shopping centres and businesses

Green

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
BV 200b Plan Making - is council meeting LDS milestones?	HG	HG

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target

Flagship Actions commentary

4.1 (3.3)	<p>Flagship Action: Prepare an Area Action Plan (AAP) to deliver future prosperity for the heart of Harrow to help the Council, the community and developers understand and provide new development that improves environmental quality, vitality and economic prosperity.</p> <p style="text-align: right;">Portfolio Holder: Cllr Keith Ferry Lead officer: Andrew Trehern</p>	
	<p>Measurements: Prepare Area Action Plan by December 2010.</p> <p>Create a digital model of the heart of Harrow to inform and accompany the planning process by May 2010. (completed)</p>	<p>Status: Green</p>

4.2 (3.4)	<p>Flagship Action: Publish Harrow’s Commitment to Businesses clearly demonstrating the standards of service that Harrow business can expect from the Council.</p> <p style="text-align: right;">Portfolio Holder: Cllr Keith Ferry Lead officer: Andrew Trehern</p>	<p>Status: Green</p>	<p>Progress: The Commitment to Business has been published and is being distributed.</p> <p>*COMPLETE*</p>
4.3 (3.5)	<p>Flagship Action: Open the Town Centre section of Station Road as a two way bus route and improve street scene.</p> <p style="text-align: right;">Portfolio Holder: Cllr Keith Ferry Lead officer: Andrew Trehern</p>	<p>Status: Amber</p>	<p>Progress: Installation recommenced early January following suspension of works over Christmas.</p> <p>Two-way bus operation began on 26 March, at TfL’s request, on completion of signalised junction at Sheepcote Road/ Station Road. Paving, including works to Manor Parade completed end of March. Installation of new litter bins and benches will be completed around the end of June. Tree planting will now be carried out in the next planting season, autumn 2011.</p> <p>Scope of repaving works extended to include area around “Katie”, funded through S106 contributions to town centre infrastructure. The statue itself has been removed and will be re-sited to a new, specially commissioned, granite plinth around the end of June.</p> <p>Advance warning signs, that works were nearing completion and that bus operation would begin soon, were erected prior to scheme completion. FAQ leaflets distributed to businesses along Station Road advising them of the changes to bus operation. TfL information posters also installed in bus shelters and London Buses staff were on hand in the week before two-way working In Station Road commenced to inform passengers of new bus routing and location of new bus stops.</p> <p>Following the very unfortunate accident on 30 March, further warning signs were installed advising that two-way bus operation had commenced and that pedestrians should look both ways before crossing.</p>

<p>4.4 (3.6)</p>	<p>Flagship Action: Provide electric car charging points in the heart of Harrow. Portfolio Holder: Cllr Keith Ferry Lead officer: Andrew Trehern</p>		
<p>Measurements: Provide charging points within the heart of Harrow by October 2010.</p>	<p>Status: Amber</p>	<p>Progress: The two charging points at the Civic Centre installed successfully during the quarter.</p> <p>System currently in “hibernation” mode pending launch of the London wide scheme “Source London” later in the spring. Inclusion in the scheme has meant that the Council is able to recover part of the installation cost from TfL.</p> <p>As part of the scheme, electric vehicle drivers are required to register their car and pay an annual subscription to access the London wide network of 1300 sites planned for completion by 2013.</p>	

**Priority: Internal actions to achieve better service outcomes:
Customer service/corporate health**

Green

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
NI 157a Processing of Major Planning Applications	HR	HG
NI 157b Processing of Minor Planning Applications	HG	HG
NI 157a Processing of Other Planning Applications	HG	HG
% of Contact Centre telephone calls answered within 30 seconds	A	A
% of Contact Centre email & web forms acknowledged within 24 hrs + replied within 5 wkg days	HG	LG
% of letters and faxes replied to within 10 working days	See note 1	See note 1
One Stop Shop average waiting time	HG	HG
% of customers seen in less than 15 minutes	HG	HG
% of one stop shop customers surveyed satisfied/very satisfied	LG	LG
One Stop Shop Customer Satisfaction Survey - Professionalism	LG	HG
One Stop Shop Customer Satisfaction Survey - Resolution	HG	HG
One Stop Shop Customer Satisfaction Survey - Speed of response	HG	HG
Resolution of issues at first contact - rate	HG	HG
Avoidable contact covered by Access Harrow	HG	HG
Customer satisfaction with responsive repairs service	LR	LR
Customer satisfaction with major works service: overall how satisfied were you with the service you received.	HG	See note 2
% of tenants satisfied with the outcome of their anti social behaviour case	HG	HR

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	This is reported by some individual Directorates but it has not been possible to aggregate the data to Council level. Numbers are generally small.	
Note 2	Very few tenants had works undertaken during this period so no report.	

Summary of performance challenges

% of Contact Centre telephone calls answered within 30 seconds

Overall the number of calls answered in 30s has improved to 89% against a target of 90%, an improvement from 87% in Q2 and from 82% in Q4 2009/10. Work continues on reducing transaction times and thereby enabling more calls to be answered promptly.

Customer satisfaction with responsive repairs service

Performance in quarter 4 was 88% against a target of 93%. In retrospect it is considered that expectations were too high and a revised target will be applied for 2011/12.

% of tenants satisfied with the outcome of their anti social behaviour case

The figure of 48% satisfied, against a target of 66%, is disappointing but as it is a very small sample, based on five surveys, it is understandable how the figure fluctuates, having been 75% (High Green) in quarter 3. At this stage it is not possible to draw firm conclusions from the data.

Quarterly Corporate Scorecard 2010/11

Customer & corporate health perspective

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q3	2009/10 Actual Q3	2009/10 Q3 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Increase customer satisfaction												
NI 157a	NI 157a Processing of Major Planning Applications	▲	✓	60%	85%	HG	60%	50%	HR	60%	66%	HG
NI 157b	NI 157b Processing of Minor Planning Applications	▲	✓	65%	84%	HG	65%	77%	HG	65%	79%	HG
NI 157c	NI 157c Processing of Other Planning Applications	▲	✓	80%	94%	HG	80%	93%	HG	80%	92%	HG
	% of Contact Centre calls answered within 30 seconds	▲	✓	85%	82%	A	90%	87%	A	90%	89%	A
	% of Contact Centre email & web forms acknowledged within 24 hrs + replied within 5 wkg days	▲	✓	85%	92%	HG	85%	95%	HG	95%	95%	LG
	One Stop Shop average waiting time (min.sec)	▼	✓	15.00	16.20	LR	15	12.25	HG	15	11.34	HG
	% customers seen in less than 15 minutes	▲	✓	60%	59%	A	60%	63%	HG	60%	71%	HG
	% of one stop shop customers surveyed satisfied/ v.satisfied	▲	✓	95%	95%	LG	95%	95%	LG	95%	96%	LG
	% of one stop stop customers satisfied (professionalism)	▲	✓	90%	97%	HG	90%	94%	LG	90%	95%	HG

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Quarterly Corporate Scorecard 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q3	2009/10 Actual Q3	2009/10 Q3 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
	% of one stop shop customers satisfied (resolution)	▲	✓	80%	95%	HG	80%	88%	HG	80%	90%	HG
	% of one stop shop customers satisfied (response speed)	▲	✓	80%	84%	HG	80%	86%	HG	80%	87%	HG
	Resolution of issues at first contact	▲	✓	87%	90%	LG	80%	93%	HG	80%	92%	HG
	Avoidable contact covered by Access Harrow	▼	✓	25%	23%	HG	23%	20%	HG	23%	13%	HG
Deliver high quality services												
	Customer satisfaction with responsive repairs service	▲	✗	92%	89%	A	92%	87%	LR	93%	88%	LR
	Customer satisfaction with Major works service: overall how satisfied were you with the service you received?	▲	✗				95%	100%	HG	Not available		
Improve neighbourhoods and quality of life												
	% of tenants satisfied with the outcome of their anti social behaviour case	▲	✗	Not available			64%	75%	HG	66%	48%	HR

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**Priority: Internal actions to achieve better service outcomes:
Resources**

Amber

Performance Measures

Quarterly Corporate Scorecard	2010/11 Q3 Status	2010/11 Q4 Status
BV 12 Proportion of working days lost to sickness absence	A	LG
BV 17a Percentage of black and ethnic minority employees	A	A
BV 16a % of employees declaring that they meet the Disability Discrimination Act definition	HR	HR
BV 8 Percentage of invoices paid on time	HR	HR
BV 9 Percentage of Council Tax collected	LG	LG
BV 10 Percentage of non-domestic rates collected	LG	A
PM1 Average time for processing new benefits claims	HG	HG
PM5 Average time for processing changes of circumstances	HG	HG
NI181 Time to process Housing Benefit/Council Tax Benefit new claims & change events	HG	HG
% of cost centres updated	LR	See note 1
Variance against budget (net position)	HG	HG
Variance against budget – capital programme	HR	HR
Local Authority rent collection and arrears: proportion of rent collected	LG	A

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	Managers are not required to complete a forecast on SAP for Q4 as they are reviewing their outturn.	

Summary of performance challenges

BV 17a Percentage of black and ethnic minority employees

At quarter 4, the proportion was 38.07% against a target of 39%. The trend is of continuing improvement and better than 2009/10 outturn. The indicator is, however, likely to be impacted by reduced levels of employment.

BV 16a % of employees declaring that they meet the Disability Discrimination Act definition

Standing at High Red for some time, this indicator registers 1.82% against a target of 3% - a marginal improvement but below 2009/10 outturn. It has been highlighted by the Corporate Equality Group as the recent staff survey suggests a significantly larger proportion of disabled

persons on staff than this indicates. It is intended to review the indicator following the planned refresh of equalities data for staff.

BV 8 Percentage of invoices paid on time

High Red for an extended period, this measure deteriorated further in Q4 at 72% actual, compared with 95% target. An internal audit review is under way to investigate invoice processes further, following which the Corporate Strategic Board will review policies and processes.

Variance against budget – capital programme

While still 'red', the overspend on capital programme has been reduced to £2.269m, which is a significant improvement.

Quarterly Corporate Scorecard 2010/11

Resources perspective

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
Improve the way we work for our residents												
	BV 12 Proportion of working days lost to sickness absence	▼	✓	8.45	7.91	HG	7.51	7.71	A	7.51	7.34	LG
	BV 17a Percentage of black and ethnic minority employees	▲	✓	39%	37.34%	A	39%	37.76%	A	39%	38.07%	A
	BV 16a % of employees declaring that they meet the DDA definition	▲	✓	3%	1.91%	HR	3%	1.81%	HR	3%	1.82%	HR
	BV 8 Percentage of invoices paid on time	▲	✓	95%	80%	HR	95.0%	78.0%	HR	95.0%	72.0%	HR
	BV 9 Percentage of Council Tax collected	▲	✓	97%	97.26%	LG	85.0%	85.39%	LG	96.75%	97.01%	LG
	BV 10 Percentage of non-domestic rates collected	▲	✓	97.25%	96.18%	A	86.75%	86.85%	LG	96.50%	96.41%	A
	PM1 Average time for processing new benefits claims (days)	▼	✓	21	16.32	HG	21	12.83	HG	21	13.35	HG
	PM5 Average time for processing changes of circumstances (days)	▼	✓	9	7.31	HG	9	5.28	HG	9	2.9	HG
NI 181	NI181 Time to process HB/CTB new claims & change events (days)	▼	✓	9	7.22	HG	9	6.24	HG	9	3.39	HG
	% of cost centres for which SAP budget forecast completed	▲	x	100%	100%	-	100%	92%	LR	Not required for Q4		

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Quarterly Corporate Scorecard 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
	Variance against budget (net position)	▼	✘	0.05%	0.01%	HG	0.50%	-0.50%	HG	0.50%	-0.7%	HG
	Variance against budget - capital programme	▼	✘	Not available			-10%	4.50%	HR	-10%	3.3%	HR
Deliver high quality services												
	LA rent collection and arrears: proportion of rent collected	▲	✘	98%	97.19%	A	96.15%	97.29%	LG	98.50%	98.36%	A

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REPORT FOR: CABINET

Date of Meeting:	21 July 2011
Subject:	Response to recommendations made in the Standing Scrutiny Review of the Better Deal for Residents Programme – Interim Report, Project Management
Key Decision:	No
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Reference from Overview and Scrutiny Committee – 14 June 2011 Report of the Review Group

Section 1 – Summary and Recommendations

This report provides a response to the recommendations to the Standing Scrutiny Review of the Better Deal for Residents Programme and provides an update of progress for delivering improved project management practice at the Council.

Recommendations:

Cabinet is requested to:

1. Approve the responses made to the Standing Scrutiny Review recommendations.

Reason: (For recommendation)

To embed improved and robust project and programme management practice at the Council.

Section 2 – Report

Introductory paragraphs

1. The Better Deal for Residents Programme: Shaping Harrow for the Future was launched at Cabinet in 2010, with a clear focus on closing funding gaps through the delivery of transformational change projects across the Council. This has required strong programme and project governance to enable the release of benefits in an effective and timely manner.
2. When the current MTFs was approved in February 2011 the estimated funding gaps were £6.8m, £11.2m, £13.4m and £11.6m over the four years commencing 2012-2013. These figures will continue to be updated to reflect the latest information available. (check these figures with Julie)
3. The Council is now embarking upon phase 2 of the programme in order to meet the demanding financial challenges that we face over the next 3 to 4 years.
4. The Council has had the opportunity to spend some time reviewing the lessons learned from the Better Deal for Residents Programme: Shaping Harrow for the Future in developing its proposals for taking this agenda forward as well as understand the importance of applying effective programme and project management to enable its delivery.

5. Alongside this the Better Deal for Residents Programme Standing Scrutiny Review has made a number of recommendations to further embed effective project and programme management, which have been taken into consideration when developing our approach going forward.

Programme and Project Management at Harrow

6. Harrow's project management approach further improvement to be consistently of a high standard across the Council.
7. This situation is primarily driven by:
 - Need for improved compliance in terms of project documentation, structures and process
 - Need for more consistent / clearer governance arrangements in place for non-Better Deal for Residents projects.
 - No mandatory processes
 - No regular project management training
 - Not recognised as a professional competency
8. It is recognised that there are opportunities to improve and build upon the progress made over the last 2-3 years, which has seen:
 - The development of highly developed and customised project management toolkit (based on PRINCE2).
 - The establishment of a Programme Management Office and clear governance for transformation projects / programme.
 - Pockets of good practice and experience – e.g. Reablement, Children's Integrated Services, Concessionary Travel, BTP
 - Recent rollout of project management technology (Verto) to reduce manually produced documents, simplify and automate reporting, improve management information.
 - Key player in Capital Ambition's Excellence in Programme and Project Management and Harrow approach recognised as best practice
 - BDfR Tracker recognised as best practice in London during London Efficiency Challenge 2010
 - Mandatory project training last delivered in 2008 - By Roffey Park.

Delivering Business Transformation Phase 2 – 'Shaping Harrow for the Future'

9. The Council is looking to develop the principles of what the Council will look like in 3 years time with the reduced resources that will be available and to deliver the change that will be required to get there.
10. The Council is looking to deliver a future for Business Transformation therefore that takes forward the vision and priorities that were laid out at Council in March 2011.
11. A set of principles have been developed that will underpin how the vision is developed and the changes is delivered:

- a. Directors, managers and staff across the Council must be empowered to develop creative solutions to the challenges ahead
- b. The programme must be outcome based being clear where the Council's activities are making a difference to the end customer
- c. The approach must recognise difference across services that are transactional, neighbourhood, personal or part of the strategic core
- d. Quality relationships and engagement will be undertaken to make the change happen
- e. The role of commercial partners must be recognised
- f. All areas must be reviewed and challenged

12. To deliver these objectives and within these agreed principles the following streams of work will be undertaken:

- Analysis – this will look at customer needs across services, current cost and performance benchmarking information, and models adopted in other Councils. Capita will also be asked for their external advice on further savings opportunities.
- Commissioning Panels – these will be run for each major service area to identify how the service can be commissioned and run within the reduced resources available given the analysis of needs, spend and performance.
- Cross Cutting – a specific group will be set up to look at cross cutting opportunities across service areas.
- Community Engagement – proposals will be developed for how the Council should continue to build on its ambitions for community engagement and involvement to truly be a Council that listens and leads.
- Organisational Development & Staff – this will pull together all work that impacts on staff and review the Council's ambition for the type of employer it is looking to be. It will include a review of the skills the organisation needs to develop going forward
- Property & Place – this will continue existing work to take an overview of all property and place opportunities and the contribution that these can make
- Health – this will continue to look at how the Council works most effectively with the emerging developments in the Health sector.
- Equalities – this will identify key equalities issues for consideration, offer support, challenge and review at end of process and ensure robust EIA's are produced.

Response to Scrutiny Standing Review recommendations

13. Taking into account the size and complexity of phase 2 of the programme, it is recognised that robust programme and project management is critical if the Council is to deliver the scale of change required and this is supported by many of the recommendations made by the Better Deal for Residents Programme Standing Scrutiny Review, for which responses have been provided below.

Recommendation 1

There is wide recognition in the Scrutiny Review group that the council needs to be transformed to a resident centred organisation. In particular, that a culture of residents satisfaction should be at the heart of all council activities including the Better Deal for Residents programme. Their views and experiences must drive the programme. As such the council should develop a mechanism for engaging with residents at the outset of a project and their views must be clearly evidenced in all project management documentation.

Response

The development of Phase 2 of the Transformation Programme includes an underpinning theme of Community Engagement. The Administration has laid out its ambitions for improved Community Engagement in the Corporate Plan. Proposals will be developed for how the Council should continue to build on its ambitions for community engagement and involvement to truly be a Council that listens and leads. This will ensure that all projects within the programme take due consideration of residents needs.

The project management methodology will require each project to consider impact on residents through a project evaluation tool. It will also incorporate the identification of residents' needs and consultation via business case development, which will also incorporate stakeholder plans, and full equalities impact assessments.

Recommendation 2

There should be a single project management process operated across the organisation. This process should be applied proportionately with advice from the PMO. Any deviation from this process must be sanctioned by the Corporate Strategy Board.

Response

The Corporate Strategic Board has approved the implementation of a single mandatory project management process. The process will include a project evaluation tool that will enable the 'sizing' of projects. This will determine the extent to which the project management methodology will apply to small, medium and large-scale projects.

Deviations from this process will require approval from the Corporate Strategic Board, or any other nominated board as appropriate i.e. Capital Forum.

Recommendation 3

The council's method for managing projects (Prince 2) and the Project Management Toolkit should be mandatory for all but the smallest quality improvement projects and in particular, for those projects which will impact residents or other partners,

Response

The Corporate Strategic Board has approved the implementation of a single mandatory project management process. The process will include a project evaluation tool that will enable the 'sizing' of projects. This will determine the extent to which the project management methodology will apply to small, medium and large-scale projects. The evaluation criteria will appropriately 'weight' the impact of projects on residents.

Recommendation 4

Existing project management and other transformation skills within the PMO are under-utilised. The PMO needs to re-assess the scope of its product and service offerings and 'market' its skills and capabilities through continuous dialogue and communication with directors and operations management. Ongoing support should help to boost team confidence and greater communication at director level will ensure the development of improved relationships.

Response

The Programme Management Office (PMO) has reshaped its offering and reflected this within its Service Plan. There will now be a clear focus on:

- I. Subject matter expertise for specific areas of the methodology – for example, business case development, post project reviews, planning;
- II. Providing project management training
- III. Running project start up sessions
- IV. Delivering post project reviews

Working closely with Directorate DMT's this supported through regular dialogue and communications.

Recommendation 5

The cost of running the PMO should be more transparent in order to demonstrate the 'value added' to its service delivery processes.

Response

A cost/benefit report will be presented to the Chief Executive's management team on an annual basis with benchmarked performance and cost data. This will ensure that the PMO remains value for money and adds value through its service offering.

The costs of the PMO will be clearly laid out in the Council's budget book.

Recommendation 6

As a corporate resource, the PMO should continually develop its skills knowledge and expertise in transformation methods and knowledge management tools.

Response

PMO staff are all Prince2 qualified, and are due to complete training in LEAN, Facilitation and Train the Trainer skills. Skills reviews are completed through the appraisal process and through regular 1:1's. The PMO is currently possesses the largest concentration of programme management qualified staff at the Council.

Recommendation 7

The PMO should develop formal training programmes covering sub elements of Prince 2 methodology including methods, standards, quality management, Toolkit documentation, risks/mitigations, LEAN and other new methods.

Response

Training and project start up sessions will be developed in preparation for the expected implementation of phase 2 projects in September 2011. LEAN training is under review, pending the effective deployment of 14 staff that have been trained to Green Belt level.

Recommendation 8

Changes to the Project Management Toolkit documentation are required:

- *Baseline information covering the current service/s, performance, costs, resources, etc, to be included;*
- *The impact on residents and other partners from the Better Deal for Residents projects must be considered early in the project definition. Whilst the council must improve its own practices, it must do so from the perspective of the impact on residents and be built into the project management templates;*
- *A clear statement of objectives that act as targets for transformation;*
- *Guidance on post implementation monitoring to ensure new processes are embedded.*

Response

The Council's Project Management Toolkit is currently under review. In its place, there will be a Project Management Strategy and a revised process, which will incorporate stronger emphasis on baseline information, impact on residents, and how to deliver post project reviews.

Business cases will be required to focus on outcomes, with clear linkages to corporate priorities and the transformation agenda.

Recommendation 9

An Advisory Board should be set up under the chairmanship of the Leader to provide political oversight of the BDFR and provide cross party Member advice to Cabinet.

Response

This would be a duplication of existing arrangements. Transformation projects that are outside of the Council's policy framework will be presented to Cabinet. Regular reports on the Council's approach to business transformation will be made to Cabinet.

There will be continued support for Scrutiny to review the programme and provide recommendations, which will provide the required level of checks and balances.

Recommendation 10

Additional points of political oversight, reporting and challenge should be built into the inception, implementation, sign-off and review of projects.

Response

Decisions to implement major business transformation projects will be made through Cabinet, along with those that are outside of the Council's policy framework.

All transformation projects will continue to report to Cabinet in accordance with current arrangements.

Recommendation 11

Non-BDfR projects should have corporate scrutiny and be managed through the corporate process. Many Directorate projects have little or no visibility and therefore escape proper executive scrutiny. The council needs to decide how it should manage Directorate projects that are non-BDfR or Capita-led to ensure consistency of standards, delivery and outcomes,

Response

The single mandatory process for managing projects will apply to all projects, including those outside of the transformation programme. The recent implementation of project management technology will serve well to improve visibility. Progress is being made to use this technology for developing the Capital Programme and the Section 106 programme.

Recommendation 12

The criteria to identify Better Deal for Residents projects should be clearly defined and agreed.

Response

The project evaluation matrix will be designed to identify transformation projects. Business cases will be expected for all transformation projects with sign off through the Corporate Strategy Board. Transformation projects that are outside of the Council's policy framework will be presented to Cabinet. New projects will also be formally incorporated into the programme based on clear criteria.

Recommendation 13

The direction whereby Directorates seek to develop their own project management skills should be resisted. This will result in a duplication of skills, added costs and potential for diversity in project management standards and controls (the 'silo' effect).

Response

The mandatory policy has been approved CSB, and processes will be in place to monitor and audit compliance. No Directorate has the reserved power to develop an alternative approach.

Recommendation 14

Whilst the current remit of the PMO does not include management of individual projects, their project management skills should be more effectively deployed to provide Directorates with assistance with the following (we acknowledge that many of these activities are already undertaken by PMO staff):

- Project identification, definition, scoping and objectives;*
- Sizing, complexity, risk (i.e. is it a Capita, Directorate or department project);*
- Categorisation of BDfR projects;*
- Confirm project mandate – Member / Officer authorisation path;*
- Plan project and resourcing (activities, leadership, skills, knowledge requirements);*
- Agree appropriate documentation (BC/PID) proportionate to the size and complexity of the project. For BDfR projects ensure impact on residents and other partner groups are fully identified and articulated;*
- Provide support and guidance for the delivery of a single standard project management process, (ensure appropriate PRINCE2 project management standards are required and maintained for all projects except those defined as small, low risk, quality improvement changes. (Clarification on the definition of projects by size, risk and impact is necessary);*
- Influence and support the cultural shift of the organisation;*
- Deliver Project Management and skills training, i.e. PRINCE2 methodology;*
- Coordinate cross-Directorate projects within the programme to ensure they are delivered in full cognisance of each other with risks and opportunities fully visible;*
- Monitor the progress of individual projects against stated milestones and objectives;*
- Manage the effective delivery of the overall programme;*
- Support the project boards to deliver effective governance;*
- In some circumstances, provide direct project management support.*

Response

The PMO is now moving towards a wider offering of support for projects and expects to provide detailed advice and guidance to inexperienced project managers.

The mandatory project management methodology will provide the tools and guidance necessary to deliver projects, including the appropriate 'sizing' of projects. The PMO will be available to advise project managers on any aspect of the methodology.

The introduction of project management technology will improve visibility of projects, and enable the PMO to provide appropriate management information at both project and programme level. This will include risks and issue management, milestone management, benefit realisation, identification of key interdependencies.

Developing subject matter expertise within the team will enable a wider coverage of support across directorates. This will help to ensure that project documentation is robust, plans are realistic and reviews are completed as appropriate.

Capacity to provide direct project management support will be a challenge, but will be monitored closely and adjusted to ensure that resource is targeted appropriately. The PMO will be mobilising other parts of the organisation to support them:

- Audit – to develop an audit process for project management compliance.
- HR – through the development of the workforce strategy, make proposals for :
 - Project management to be an integral part of the Management Development Programme.
 - The development of clear project management career paths
 - The implementation of formal project management training (i.e. Prince2)
 - The development of professional networks / leadership skills.

Recommendation 15

Recommend that greater 'challenge' to the programme by Scrutiny would assist the council in ensuring residents' interests are central to proposals and that the right decisions are being taken.

Response

The recommendation is noted. There will be continued support for the Standing Scrutiny Review to provide recommendations for improvement.

Recommendation 16

Further improvement in the corporate culture for customer satisfaction and resident involvement has been identified. Greater clarity on the council's ambition for customer satisfaction is required in identifiable and measurable terms so that any improvement can be monitored and proven.

Response

The development of phase 2 will include the prioritisation of resident focused projects. All projects will be required to assess the impact of projects on residents through the project evaluation tool to help decision making on the level of governance of such projects. The programme definition document will establish baseline critical success factors/KPI's for resident satisfaction, in order to enable measurement of success following the implementation of projects.

Financial Implications

There are no direct financial implications as a result of the implementation of a mandatory project management methodology in 2011/12. However, there is potential for some costs to arise in future years around the following:

- Production of training materials

- Implementation of formal project management training
- Increase in license costs for use of the project management technology.

Performance Issues

The programme definition document for phase 2 will include baseline critical success factors around customer satisfaction, savings, and impact on staff.

Environmental Impact

There are no direct environmental implications associated with the recommendations of this report.

Risk Management Implications

The implementation of mandatory project management will embed effective management of risk for all council projects. The methodology will contribute to the effective management of risk for all projects by providing strong and clear governance arrangements.

Equalities implications

Was an Equality Impact Assessment carried out? No

The revised strategy and mandatory approach for project management is currently being developed, a full equalities impact assessment will be completed as part of this exercise.

The revised mandatory approach for project management will be enhanced to incorporate effective equalities impact assessments for all projects and will follow the updated corporate guidance to fit with the new Public Sector Equality Duty to ensure that the final decisions for all projects have due regard for equalities issues. The inclusion of this element will ensure that a more comprehensive consideration of equalities impact is achieved for all projects, rather than an 'after thought'.

The Better Deal for Residents programme has an EqIA, which will be revised as part of the development of phase 2. The equalities workstream for phase two will identify ID key equalities issues for consideration, offer support, challenge and review at end of process and ensure robust EIAs are produced.

Corporate Priorities

The delivery of Phase 2 Transformation projects will impact each of the corporate priorities. Effective programme and project management will help to ensure that outcomes are aligned with:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

- Supporting our town centre, our local shopping centres and businesses.

Section 3 - Statutory Officer Clearance

Name: Julie Alderson	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 21 June 2011		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 21 st June 2011		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Partnership, Development and Performance
Date: 21 June 2011		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	Divisional Director (Environmental Services)
Date: 21 June 2011		

Section 6 - Contact Details and Background Papers

Contact: Mala Kripalani, Service Manager – Programme Management Office, ext 2630

Background Papers:

Better Deal for Residents Programme - Standing Scrutiny Review Interim Report – Programme Management

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

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LONDON BOROUGH OF HARROW

CABINET – 21 JULY 2011

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE –14 JUNE 2011

Standing Scrutiny Review of the Better Deal for Residents Programme – Interim Report, Project Management

The Chairman of the Challenge Panel tabled a presentation on the Standing Scrutiny Review of the Better Deal for Residents Programme. He outlined the approach to the Review, the objectives, the summary of the Group's findings and the implications of failing to implement the recommendations.

The Committee welcomed the report and congratulated the Challenge Panel on their excellent piece of work. A Member did, however, express concern that it had been necessary for Members to do this work as the issues raised should have been addressed as a matter of course as they would be in a business. It was hoped that senior managers would take the recommendations on board. The Chairman of the Panel reported that the resident participants had been surprised that the report had been necessary and had been instrumental in strengthening the recommendations and were keen to progress the project.

Another Member echoed the views previously stated and added that a weakness was that Better Deal for Residents (BDfR) had been set up in the run up to an election. Whilst accepting its remit needed to be change, he expressed concern that the BTP Panel had been abolished. He indicated that an increase in Member oversight of the project was required.

A Member questioned whether communication in relation to improving the corporate culture for customer satisfaction and resident involvement could be addressed. The Chairman of the Challenge Panel advised that he had spoken to the manager of Access Harrow with a view to improving the board displays on the ground floor of the Civic Centre by including customer feedback. An officer added that residents had indicated that the Council should talk to them as they may know a solution to an issue better than officers. Any further review could consider how residents' opinions were being addressed.

Further to the question in relation to communication, a Member stated that the communication on BDfR had not been good. He expressed concern that there had not been a new communication plan since May 2010 and no meetings of the Communications Review Group. Another Member advised that there was a new Communications Plan and referred the Member to the Assistant Chief Executive.

The Interim Director of Finance reported that the Corporate Strategy Board had recently received a paper on project management recommending that project management should be across the local authority. It had, however, been agreed that one size did not fit all.

RESOLVED: That (1) the report from the Standing Scrutiny Review of the Better Deal for Residents Programme be agreed;

(2) the report be referred to Cabinet in July for consideration.

FOR CONSIDERATION

Background Documents:

Report submitted to Overview and Scrutiny Committee held on 14 June 2011.

Draft minutes of the Overview and Scrutiny Committee – 14 June 2011

Contact Officer:

Alison Atherton, Senior Professional Democratic Services

Tel: 020 8424 1266

Email: alison.atherton@harrow.gov.uk

June 2011

Overview and Scrutiny Committee

Better Deal for Residents Programme
Standing Scrutiny Review
Interim Report – Programme Management

Members of the Challenge Panel

Councillor Stephen Wright (Chairman)

Councillor Nana Asante

Councillor Kamaljit Chana

Councillor Ann Gate

Councillor Barry Macleod-Cullinane

Councillor Paul Osborn

Councillor Bill Phillips

Councillor Krishna Suresh

Community Co-optees:

Seamus English

Elizabeth Hugo

Rita Jourdan

Linda Robinson

Final Version

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CHAIRMAN'S INTRODUCTION & ACKNOWLEDGEMENTS

This is the first report from the Better Deal for Residents Standing Scrutiny Review. This review has been established to consider the implementation of the Council's 'Better Deal for Residents' programme and the impact of this programme on residents, staff and partners. It is perhaps the most ambitious transformation programme that the council has ever undertaken and as such warrants significant scrutiny. For this reason, the Overview and Scrutiny committee has decided to establish a long-term project which can continue to monitor the impact of the programme throughout its life.

The review group was established in September 2010 and we are pleased to be joined by a number of local residents who have brought an intensification of our focus on the impact of the programme on the people for whom the 'better deal' is targeted. As its first task, the group has decided to consider the robustness of the Council's project/programme monitoring process. This report represents the conclusions of this initial investigation.

We are grateful to all officers who have helped us with the investigation. In particular, we would like to thank:

- Bridget Bergin, Service Manager, Partnership Development
- Maggie Challoner, Service Manager, Residents' Services
- Carol Cutler, Director Customer Service and Business Transformation
- Catherine Doran, Corporate Director, Children's Services
- Brendon Hills, Corporate Director, Community and Environment
- Ben Jones, Senior Project Manager, Customer Services & Business Transformation
- Mala Kripalani, Service Manager, Programme Management Office
- Marianne Locke, Divisional Director, Culture and Community Services
- Jim Marsh, Programme Manager
- Lora McGann, Project Manager
- Paul Najsarek, Corporate Director, Adults and Housing
- Paul D Newman, LEAN Practitioner
- Jonathan Price, Policy Development Manager, Adults and Housing
- Andrew Trehern, Corporate Director, Place Shaping
- Ghan Varsani - Programme Director Capita - Harrow Business Unit

Also, on behalf of the BDfR Standing Scrutiny Review Group, we would like to give very special thanks to Lynne Margetts, Service Manager, Scrutiny for the dedicated and tireless way she has assisted in the planning, setting up and documenting of meetings and in the preparation of this and other reports. She has given excellent advice and support to myself and the group and she will be sadly missed.

With the completion of this phase, we now embark on the next phase of the project during which we will consider the impact of the programme, how far it is achieving its purpose and the extent to which it is engaging with residents.

Cllr Stephen Wright
Chairman of the Better Deal for Residents Standing Scrutiny Review

SUMMARY

The council needs to find significant savings over the next three years and to achieve those savings the council has embarked on a programme to fundamentally transform the organisation and its structures and to broker a new relationship with residents. The Better Deal for Residents programme is the means by which the council hopes to make these major service reconfigurations. Such a significant change programme requires a high level of scrutiny to ensure that the change proposals and their impact are in the best interests of residents, partners and service users and are clearly understood. It is for this reason, that a Standing Review has been established with residents at the heart of the BDfR programme.

Appendix 1 sets out the terms of reference, scope and objectives of the BDfR Programme Standing Review. It is intended that the Standing Review will add real value by considering the impact of the programme, the extent to which resident opinion has informed the project, and the extent to which residents' behaviour can be influenced. However, the Standing Review group needed to satisfy itself that the project management process in place was sufficiently robust to ensure that projects deliver the fundamental change that can ensure the viability of the organisation and our services for the future. Therefore this phase of the project has focussed solely on the competence and implementation of the council's project management processes.

The Review Group has received presentations from representatives of the Customer Service and Business Transformation unit on the council's management of Capita projects and on the Programme Management Office, an unit set up two years ago to support and coordinate BDfR projects within the Directorates. We also examined the Project Management Document templates created by the PMO to introduce standards and conformity to project documentation. We have made a number of recommendations on these templates within the body of this document.

To get a better understanding of BDfR projects we also received presentations from operations managers who were managing current transformation projects within the BDfR programme. The Group also needed to get further background on project management, controls and standards within the Directorates and representatives from the group (Cllrs. Wright and Phillips) held meetings with the Director of Customer Services and Business Transformation and four Corporate Directors. These meetings were fully documented and circulated to the Review Group.

These meetings suggested there were issues with the overall vision and objectives of the BDfR programme, its governance and political oversight, and cultural issues relating to project management within the organisation and the apparent poor utilisation of the PMO. The PMO is a corporate resource with qualified project managers that can assist Directorates identify and plan their change projects using PRINCE2, LEAN and other transformation methods. Even so, we were told by some Directorates management that they wanted to develop their own 'in house' project management skills and resources.

We also found significant differences between the way projects are managed within the BDfR programme and other projects that fall outside the BDfR Programme managed within Directorates. The PMO has the capability to ensure projects are implemented using the same standards and common language across the whole council. However, the meetings and a review of project documentation reveals there is variation in the way the project management processes have been adopted.

We also found issues with project governance. Whilst we are happy with the officer structures in place we feel there is a deficit in democratic accountability. The group was advised that full business cases are agreed at Cabinet but this appears to be the only opportunity for political oversight of the programme. We recommend the engagement of cabinet and portfolio holders is enhanced and would suggest the setting up of an Advisory Panel in order to provide cross party member advice to Cabinet.

We are also aware that there is no formal or 'constitutional' opportunity for the BDfR programme to be considered and challenged by the scrutiny function. This is the most ambitious transformation programme undertaken by the council and lies at the core of the council's work programme. We therefore believe that 'challenge' to the programme by scrutiny would assist the council in ensuring residents' interests are central to proposals and that the right decisions are being taken.

Finally, a requirement for further improvement in the corporate culture for customer satisfaction and resident involvement has been identified. Greater clarity on the council's ambition for customer satisfaction levels is required in identifiable and measurable terms so that improvements can be monitored and recorded.

In all, there are sixteen recommendations made by the Review Group.

BACKGROUND

What is the Better Deal for Residents (BDfR)

The council needs to find significant savings over the next three years. Whereas in the past, it might have been feasible to reduce spending on a service-by-service basis, the extent of the savings required means that many services will no longer be viable if cuts are delivered in this way.

(http://www.harrow.gov.uk/news/article/280/people_power_key_to_transforming_services_says_new_leader). As a result the council has embarked on a programme to fundamentally transform the organisation and its structures and to broker a new relationship with residents. The BDfR programme is the means by which the council hopes to make these changes. The programme comprises a range of projects designed to deliver major service reconfiguration. Such a significant change programme warrants a high level of scrutiny to ensure that proposals made are those in the best interests of residents and that the impact of change on residents, partners and service users is clearly understood. It is for this reason, that a standing review has been established.

Why consider project management

The review group is aware that the council has a dedicated programme office in place whose key responsibility is to monitor the high risks projects and identify the key issues and interdependencies of the BDfR and ensure the successful delivery of the programme. As such, it would not be appropriate for the review group to also monitor the delivery of the programme. Instead, the review can add real value by considering the impact of the programme, the extent to which resident opinion has informed the project and the extent to which residents' behaviour can be influenced. However, the group wished to satisfy itself that the project management process in place is sufficiently robust to ensure that projects are meeting these key objectives and delivering the fundamental change that can ensure the viability of the organisation and our services for the future. Thus, this first phase of the project has focussed solely on the competence and implementation of the council's project management process. The full scope for the project is included as Appendix One.

What the group did

The group considered two fundamental questions

- Is the council's project management process fit for purpose and how does it compare with what is considered industry standard?
- How well is this process embedded in the organisation?

In order to answer these questions the group undertook the following:

- To ensure everyone on the review group had a similar understanding of transformation and project management, the review chairman described the key aspects of process transformation and managing transformation projects.
- The group received presentations from representatives of the Programme Management Office and from project managers from a sample of current projects,
- Group representatives, Cllr Wright and Cllr Phillips, met with Carol Cutler, Director of Customer Services and Business Transformation and Corporate Directors – Catherine Doran, Children's Services, Brendon Hills, Community and Environment, Paul Najsarek, Adults and Housing and Andrew Trehern, Place Shaping, to discuss project management within their Directorates.

The pages which follow outline the group's initial findings.

OBSERVATIONS

Our deliberations during this initial phase lead us to the following observations:

- **Nature of BDfR**

There appears to be a lack of clarity on the overall vision, ambition and objectives of the BDfR programme. It appears to be a random collection of projects badged as BDfR and as such, the group is concerned to understand how a project becomes designated as a BDfR project. We feel that there should be some clarity regarding the overall composition of the programme and how it is constituted if it is to be properly managed.

We understand that many projects do not fall within the BDfR programme and thus, will not be managed /coordinated via the PMO. The need for a professional and consistent approach to project management across the organisation is essential and we would emphasise the need for a single, corporate project management process regardless of the status as a BDfR project.

We are also concerned that what constitutes a 'Better Deal for Residents' from the council's perspective, may not constitute a Better Deal from the perspective of residents. For example, we were advised of circumstances which might deliver a saving for the authority but in which the benefit to residents, perhaps in terms of a saving passed on for investment elsewhere or as a reduction in Council Tax, is not immediately obvious. During the course of our deliberations, we have noted that the key driver of the programme is the need to deliver savings. Whilst we have no issue with this, we think it would be helpful if the programme were designed with a very clear focus on how residents themselves might like to see savings delivered, the council can identify the 'end' but residents should be able to influence/determine the 'means'. With this in mind we would welcome more transparent, co-ordinated and more strategic engagement with residents at the commencement of future projects in order to negotiate a clear and agreed approach which can ensure residents' future commitment to change. This would also link in with the council's initiative "Lets Talk" in terms of consultation with residents over priorities.

- **Culture within the Organisation**

It is evident in some Directorates that there is a lack of recognition of project management as a professional skill. Often, operations managers are asked to manage Directorate transformation projects. However, when time and resource conflicts arise this can lead to contention between the delivery of the operational service and maintaining the project timetable and in these circumstances, best practice project processes, controls and quality of documentation can often be set aside.

We were also advised of the belief that it is necessary for projects to be led by the 'most powerful' rather than the 'most skilful' which again suggests a low regard for the skills of a professional project manager. In these circumstances it will often be the case that operational managers who provide project management will not have received the appropriate level of training.

The PMO is a corporate resource with qualified project managers that can assist Directorates identify and plan their change projects using PRINCE2, LEAN and other transformation methods. The PMO has developed a set of project management guidelines embedded in the Project Management Toolkit. Part of its role is to ensure that

a standard project management process is adopted across the council. Even so, our evidence indicates the practice is variable across the Directorates. For those non-BDfR projects managed within the Directorates the project documentation examined indicates the completion of formal project documentation as recommended within the Toolkit is not universal. This effectively undermines the process and its credibility. The review group feels it is unfortunate, though predictable, that the corporate Project Management Toolkit maintained by the PMO is not mandatory.

Often the review group heard the PMO's role described as 'administrative' or 'secretarial'. In our view this indicates a failure to recognise and make best use of the significant investment in project management skills developed within the council to support the BDfR delivery.

This cultural deficit is further illustrated in the organisation's approach to the delivery of LEAN projects. Having invested significant resources in the training of Directorate staff to become Green Belt ¹ practitioners, in practice, the practitioners can rarely be released from their contractual / operational duties in such a way as to make the delivery of projects practical. The organisation has thus failed to create a sustainable environment within which the LEAN methodology might deliver important improvements to our services and significant savings for the organisation.

The review group believe the PMO is the element which can bind together the energy being generated via BDfR and ensure that the council as a whole is able to benefit from the change being delivered, with opportunities and risks respectively shared and controlled. We were pleased to hear from some officers interviewed that the PMO had successfully supported a change in the culture for parts of the service enabling a more positive approach to project management methodology.

We asked if enhanced authority for the PMO would be beneficial to the organisation in terms of ensuring a professional focus for project management. We were advised that this could only be secured if this is '*what the organisation wants*'. Increased authority for the PMO must be coupled with increased appreciation of the value of project management skills. Within this culture it has not been possible for the skills and competencies of the PMO to be properly utilised. We feel the PMO has significantly more to offer.

As a corporate resource we believe the PMO skills set should be continually developed to provide wider capability and advice. For example, we suggest the PMO examines transformation methods such as 'Sprint' that has been developed specifically for local government change programmes. Additionally, tools to manage "Knowledge" based projects such as Microsoft Exchange integrated with SharePoint for "Collaborative" working and "Agile" project methods for use in high risk projects where there is a high degree of human interaction (e.g. staff and/or public) should also assessed for adoption.

¹ Green Belt – Denotes mid level training that enables practitioners to use a blend of Lean and Six Sigma steps to develop process improvement solutions.

- **Corporate Project Management Process**

We have reviewed the project management process operated via the project management toolkit by the PMO and have identified an effective process in place subject to the proposals outlined below. However, we have concerns with regard its implementation across the council.

We also believe there is an effective process through which Capita projects are delivered and monitored. These projects require:

- Strategic business case – (SBC)
- Outline business case – (OBC)
- Full business case – (FBC)
- Project initiation document – (PID)

There also appears to be a rigorous and effective process in place holding Capita to account although we are concerned about the apparent lack of Member involvement. As a commercial organisation, managed through tight financial controls and fixed price contracts, Capita are acutely aware of the importance of effective project management as failure for them equates to loss of profit. No variations to contract, no progress through gateways can happen without the specific sanction of the Director Customer Service and Business Transformation subject to satisfactory completion of each of the stages outlined above. This enforces minimal deviation from project milestones. However, we have also been appraised of some drawbacks of working with Capita such as the lack of an intuitive approach to the council's function / purpose and the commercial imperative.

Additionally, we are concerned as to how consistently this process is implemented for non-capita projects. We have noted above our concerns with regard to the culture of the organisation and we will set out our recommendations on how to improve documentation later in this report. Here, we discuss our concerns with regard to consistent application of the process.

Corporate Directors have told us they are keen to develop their own project management skills within their Directorates. Whilst we recognise the usefulness and sustainability of a 'grow your own' culture, it is important that officers, who take on project management responsibilities, are properly trained and follow standard project management processes. However, from our discussions at all levels in the organisation and from documentation reviewed, it is evident that there is variation in the way the project management processes have been adopted. The importance of implementing a council-wide process is not to stifle creativity but to ensure that processes are implemented using the same standards and common language across the whole council. Instead, we have been advised of 'modifications' to the corporate process by a number of officers. Whilst one size might not fit all, and indeed the process must be proportionate to the risk carried by individual projects, nonetheless, the core components of the project management process utilised across the organisation must be consistent and transparent. For example, we could not identify any consistent approach to deciding on the level of risk associated with individual projects. To ensure the consistency of project management operating in the organisation, we believe the processes utilised by the PMO should be adopted for all projects that sit outside the BdFR.

It is our view that:

- There should be a single, professionally-led project management process,
- This process should be applied proportionately,
- There must be clear guidance on what constitutes large/high risk projects, and this should be overseen by the PMO,
- Any deviation from the corporate process must be confirmed by the Corporate Strategy Board.

- **Comments on the PMO process**

We believe an effective corporate Programme Management Office is essential if the council is to deliver the level of change envisaged in the BDfR. Service areas must be properly supported to deliver the change programme using a single process, a single language and defined standards. We also believe the project management process must add value to the organisation and not make unnecessary demands on service areas attempting to maintain day-to-day service operations whilst at the same time transforming services. The processes and services offered by PMO should be recognised by the organisation and we would urge discussions to broker a new contract through which the skills of the PMO are adopted more widely. We are happy to report that the PMO has responded positively to suggested improvements in its processes.

If Directorates are to utilise the PMO and its processes, then we feel the PMO must demonstrate its 'value add' to the project management process for the Directorates. Specifically, we are aware that in all circumstances, the cost of utilising Capita to deliver a project is fully accounted for in the business case. We feel that similar accounting arrangements (for the costs of the PMO) should be in place to strengthen the PMO's case.

The PMO has developed standard documentation within its Project Management Toolkit for use in defining new projects which recommends the production of, for non-Capita BDfR projects, a business case and project initiation document. Documentation for both Capita and non-Capita projects is generally robust but there are a number of additional sections we would like to see within the documentation:

- **Baseline** – to identify key baseline information for the current service/s. Objectives for the transformation project can only be set and measured against the current baseline. For example:
 - Definition and scope of service/s to be investigated,
 - The annual cost of delivering the service/s, any revenue income, other relevant financial information,
 - Time to deliver the services, i.e. the end to end process (e.g. from initial customer contact to service delivery),
 - Resources employed – full-time/temporary/contract staff, technology, equipment, etc.

A baseline is required to set meaningful objectives (i.e. quantitative targets) and as a measure against which to evaluate project success or failure. We note that a central component of the LEAN process is the identification of detailed baseline information at the start of a project. Although some officers have suggested the collection of baseline information might be too time-consuming, we would argue this is basic information that should be readily to hand and is required for successful project management and the achievement of the desired outcomes.

- **Transformation Objectives** – Using the baseline information, clear, measurable objectives should be identified within the PID and business case before the project commences and against which the project milestones and outcomes should be measured. For example, it is not sufficient to say at the end of the project 'this is what we have achieved'. Project success should be assessed based on achieving challenging targets set at the start of the project.
- **Impact on Residents/Partners** – The PID/business case should clearly identify the impact BDfR projects will have on residents, partners or staff. Impact can be both positive and/or negative in terms of the change in services provided. The potential impact must be clearly identified early in the document so that senior management can take a view on the appropriateness of project implementation. We note the project documentation includes the need to address equality impacts but this assessment appears too narrow in definition and often peripheral to the project process. We would suggest that as a minimum, residents' views on the viability and usefulness of a project should be considered at project inception – we consider that the council's ambition to be a 'listening and leading' authority make this focus essential for all projects.

We are advised that whilst a 'lessons learnt' process is in place for Capita-led projects, a similar process is not in place for other projects. We were also advised that the 'lessons learnt' for Capita projects are not widely shared. We consider such sharing of project outcomes would be useful in supporting the development of the council's project management capability.

We are concerned that ongoing monitoring of the project following implementation is not uniform across the organisation. This is an essential phase of the project to ensure the benefits initially achieved are being maintained some months later. The absence of such monitoring and reporting may result in the service delivery sliding back to previous methods and the benefits of transformation lost. We discuss the governance arrangements in more detail below.

- **Governance**

The review group was advised of the governance structure outlined below:

- **CSB Programme Board** provides overall direction and control over the programme and final accountability for implementation. It is comprised of all members of CSB. The PMO is responsible for:
 - Monitoring projects
 - Flagging up issues
 - Disseminating decisions from the board throughout the organisation
 - Determining the agenda of the board
- **Design Board** – considers cross cutting issues, the PMO helps to identify inter-dependencies, flag up issues, determine agenda,
- **Better Together Board** – considers activities to improve engagement with residents, the PMO provides support to the board,
- **Strategic Procurement Board** – recently established to support the delivery of outcomes from the programme through the procurement process. Although this will be supported by the PMO, there hasn't been a great deal of input as yet,

- **Place Shaping and Property Board** – considers the strategic property issues that are emerging from the programme. The PMO help determine agenda, flag up issues and interdependencies and run specific planning sessions.

Below these high level boards that have representation from all Directorates, there are Directorate-led boards based on Departmental Management Teams. These boards:

- Lead and direct all elements of BDfR projects through a Directorate work plan,
 - Ensure that each project has the required project management resource,
 - Ensure that all projects are properly managed and controlled,
 - Ensure that all projects are sufficiently financed,
 - Identify and manage project risks and issues,
 - Submit proposals to the programme board for maintaining progress or request redirection.
- Whilst we are happy with the officer structures in place we feel there is a deficit in democratic accountability. The group was advised that full business cases are agreed at Cabinet but this appears to be the only opportunity for political oversight of the programme. We suggest the involvement of cabinet and portfolio holders be enhanced and would further suggest an Advisory Panel be set up under the chairmanship of the Leader of the Council in order to provide cross party member advice to Cabinet. There needs to be clear Member involvement at inception, during the implementation, and then sign-off and review of the project process and, for robustness, Member involvement ought to be formalised through Cabinet and/or other meetings including Portfolio Holder Decision meetings. This formalisation of Member oversight also enables public and other councillors to formally question and challenge project management in an open and transparent way, improving accountability and reducing the democratic deficit.
 - We are also aware that, to date, there has been little consideration of the BDfR programme by the Scrutiny function. This is the most ambitious transformation programme undertaken by the council. Moreover, it lies at the core of the council's work programme. We therefore believe that greater 'challenge' to the programme by Scrutiny would assist the council in ensuring residents' interests are central to proposals and that the right decisions are being taken.

- **Culture and Resident Perspective**

The Review Group believe there has been a definite improvement in the culture and performance of the council regarding customer satisfaction and resident involvement but there is still considerable room for improvement. The culture of the organisation needs to change further to be more focussed on resident / customer satisfaction, for example, where staff should be willing to take personal responsibility for issues which are raised with them by residents.

This type of cultural change starts at the top. Senior managers and councillors should make the council's ambition on customer satisfaction and the need for a change in culture absolutely clear. Some 'first principles' need to be established outlining what the organisation is trying to achieve and a baseline against which performance improvements can be identified and measured. The council must be able to measure improvement and ongoing monitoring of performance and customer opinion is required.

This will include Access Harrow and all other types of resident contact with the council including One Stop Shop, email and post.

Councils must make clear their ambition and provide training to improve customer service as in many cases, residents have no alternative providers.

RECOMMENDATIONS

The Better Deal for Residents programme standing review makes the following recommendations:

1. There is wide recognition in the Scrutiny Review group that the council needs to be transformed to a resident centred organisation. In particular, that a culture of residents satisfaction should be at the heart of all council activities including the Better Deal for Residents programme. Their views and experiences must drive the programme. As such the council should develop a mechanism for engaging with residents at the outset of a project and their views must be clearly evidenced in all project management documentation.
2. There should be a single project management process operated across the organisation. This process should be applied proportionately with advice from the PMO. Any deviation from this process must be sanctioned by the Corporate Strategy Board.
3. The council's method for managing projects (Prince 2) and the Project Management Toolkit should be mandatory for all but the smallest quality improvement projects and in particular, for those projects which will impact residents or other partners,
4. Existing project management and other transformation skills within the PMO are under-utilised. The PMO needs to re-assess the scope of its product and service offerings and 'market' its skills and capabilities through continuous dialogue and communication with directors and operations management. Ongoing support should help to boost team confidence and greater communication at director level will ensure the development of improved relationships.
5. The cost of running the PMO should be more transparent in order to demonstrate the 'value added' to its service delivery processes,
6. As a corporate resource, the PMO should continually develop its skills knowledge and expertise in transformation methods and knowledge management tools.
7. The PMO should develop formal training programmes covering sub elements of Prince 2 methodology including methods, standards, quality management, Toolkit documentation, risks/mitigations, LEAN and other new methods.
8. Changes to the Project Management Toolkit documentation are required:
 - Baseline information covering the current service/s, performance, costs, resources, etc, to be included;
 - The impact on residents and other partners from the Better Deal for Residents projects must be considered early in the project definition. Whilst the council must improve its own practices, it must do so from the perspective of the impact on residents and be built into the project management templates;
 - A clear statement of objectives that act as targets for transformation;
 - Guidance on post implementation monitoring to ensure new processes are embedded.
9. An Advisory Board should be set up under the chairmanship of the Leader to provide political oversight of the BDfR and provide cross party Member advice to Cabinet.

10. Additional points of political oversight, reporting and challenge should be built into the inception, implementation, sign-off and review of projects.
11. Non-BDfR projects should have corporate scrutiny and be managed through the corporate process. Many Directorate projects have little or no visibility and therefore escape proper executive scrutiny. The council needs to decide how it should manage Directorate projects that are non-BDfR or Capita-led to ensure consistency of standards, delivery and outcomes,
12. The criteria to identify Better Deal for Residents projects should be clearly defined and agreed.
13. The direction whereby Directorates seek to develop their own project management skills should be resisted. This will result in a duplication of skills, added costs and potential for diversity in project management standards and controls (the 'silo' effect),
14. Whilst the current remit of the PMO does not include management of individual projects, their project management skills should be more effectively deployed to provide Directorates with assistance with the following (we acknowledge that many of these activities are already undertaken by PMO staff):
 - Project identification, definition, scoping and objectives;
 - Sizing, complexity, risk (i.e. is it a Capita, Directorate or department project);
 - Categorisation of BDfR projects;
 - Confirm project mandate – Member / Officer authorisation path;
 - Plan project and resourcing (activities, leadership, skills, knowledge requirements);
 - Agree appropriate documentation (BC/PID) proportionate to the size and complexity of the project. For BDfR projects ensure impact on residents and other partner groups are fully identified and articulated;
 - Provide support and guidance for the delivery of a single standard project management process, (ensure appropriate PRINCE2 project management standards are required and maintained for all projects except those defined as small, low risk, quality improvement changes. (Clarification on the definition of projects by size, risk and impact is necessary);
 - Influence and support the cultural shift of the organisation;
 - Deliver Project Management and skills training, i.e. PRINCE2 methodology;
 - Coordinate cross-Directorate projects within the programme to ensure they are delivered in full cognisance of each other with risks and opportunities fully visible;
 - Monitor the progress of individual projects against stated milestones and objectives;
 - Manage the effective delivery of the overall programme;
 - Support the project boards to deliver effective governance;
 - In some circumstances, provide direct project management support.
15. Recommend that greater 'challenge' to the programme by Scrutiny would assist the council in ensuring residents' interests are central to proposals and that the right decisions are being taken.
16. Further improvement in the corporate culture for customer satisfaction and resident involvement has been identified. Greater clarity on the council's ambition for customer satisfaction is required in identifiable and measurable terms so that any improvement can be monitored and proven.

APPENDIX – BDFR SCOPE

BETTER DEAL FOR RESIDENTS PROGRAMME STANDING REVIEW - SCOPE

VERSION NUMBER – 5

VERSION HISTORY

Initial draft

Version 2 – considered at review group meeting on 18th November

Version 3 – amended after further discussions with the Chairman 23rd November

Version 4 – final version agreed by the review group on 16th December

1	SUBJECT	Better Deal for Residents Programme
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	<p>Councillors Cllr Nana Asante Cllr Chana Cllr Ann Gate Cllr Macleod-Cullinane Cllr Osborn Cllr Phillips Cllr Krishna Suresh Cllr Wright (Chairman)</p> <p>Co-optees Rita Jourdan Hema Mistry Elizabeth Hugo Linda Robinson Abigail Matsika Seamus English</p>
4	AIMS/ OBJECTIVES/ OUTCOMES	<p>1. To consider the content of the Better Deal for Residents programme in terms of ambition, relevance, appropriateness</p> <p>2. To ensure effective project management processes are in place for the programme</p> <p>3. To consider the impact of the programme on:</p> <ul style="list-style-type: none"> • the Council – is it achieving the outcomes envisaged – linked to the effectiveness of project management processes; • residents: <ul style="list-style-type: none"> ○ what impact are the changes having and how are these being mitigated – Better Together/Big

		<p>Society;</p> <ul style="list-style-type: none"> ○ how far do residents understand/appreciate the need for significant change, are their opinions being taken into account, are they being actively engaged/convinced in the delivery of change; ● partners – are we working more efficiently with partners to deliver change, what is the impact on their services; ● managers – how well are they being supported in delivering change whilst at the same time being subject to that change.
5	MEASURES OF SUCCESS OF REVIEW	<p>Review is able to ensure that:</p> <ul style="list-style-type: none"> ● Programme delivers real change in service delivery; ● Programme delivers anticipated savings; ● Programme delivers change in residents'/service users' attitude to service delivery and responsibilities.
6	SCOPE	The content of the Better Deal for Residents Programme
7	SERVICE PRIORITIES (Corporate/Dept)	
8	REVIEW SPONSOR	Tom Whiting, Assistant Chief Executive
9	ACCOUNTABLE MANAGER	From relevant service area
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	From within Scrutiny Team
12	EXTERNAL INPUT	<ul style="list-style-type: none"> ● Residents ● Partner organisations ● Service users
13	METHODOLOGY	<ul style="list-style-type: none"> ● Consideration of the detail of the programme ● Investigation of the effectiveness of the performance management of the programme to ensure best practice <ul style="list-style-type: none"> ○ examination of a number of cases studies with relevant project directors ○ consideration of the overall PMO performance

		<p>management process</p> <ul style="list-style-type: none"> • Regular updates on progress – to include achievement of anticipated savings • Parallel investigation of the impact of the programme on residents and partners (including voluntary sector) • Investigation of particular areas under the 3rd priority 'Building on the community spirit of residents to be more involved in the future of the Borough'
14	EQUALITY IMPLICATIONS	It is anticipated that the Better Deal for Residents programme will deliver significant change in the way the council organises itself to deliver services to local people. Harrow is an extremely diverse borough and the organisation cannot make assumptions about service needs of the population. As such changes to services and changing the expectations and behaviours of our residents will need to reflect the differing needs and experiences of the population. The council must be able to assure itself that adverse equalities implications for staff or on residents are identified and where possible, mitigated. The review will monitor this.
15	ASSUMPTIONS/ CONSTRAINTS	
16	SECTION 17 IMPLICATIONS	This could be a component of the project in so far as the Better Together stream is implemented.
17	TIMESCALE	Ongoing
18	RESOURCE COMMITMENTS	The project will be delivered from within the existing scrutiny budget
19	REPORT AUTHOR	Lynne Margetts
20	REPORTING ARRANGEMENTS	<p>Quarterly reports on progress to the Overview and Scrutiny Committee</p> <p>Interim report to the Overview and Scrutiny Committee in June 2011</p> <p>Outline of final formal reporting process:</p> <p>To Service Director [] TBC</p> <p>To Portfolio Holder [] TBC</p> <p>To CMT [] TBC</p> <p>To Cabinet [] TBC</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	TBC

TO: CABINET - 21 July 2011

FROM: COUNCIL – 7 July 2011

MOTION REFERRED TO EXECUTIVE – London Grants

1. At the meeting of Council held on 7 July 2011, and in accordance with the provisions of Rule 14.6, a Motion falling within the remit of the Executive was considered by the Council. The Council agreed the Motion and recommended it to the next meeting of the Executive as follows:

“This Council notes that in an ideal world the Council would wish to use a significant part or all of the London Council’s grant refund for funding grants and commissioning the voluntary and third sector locally and regionally.

However this Council notes:

- that over the next four years it has to make £62 million savings which is equivalent to a third of its controllable budget and that every part of the Council needs to contribute to the savings;
- that the budget set in February had to make £19 million savings to deal with unprecedented cuts to Local Government grant and that savings of £357,000 made by London Councils to its grants programme were included in this budget;
- that in the light of the above the Council grants programme was only cut by 15% rather than 30% and that this compares favourably with many other councils which have made much larger cuts to their grants programmes.

This Council requests Cabinet to continue to press London Councils to further cut back its grants programme and asks Cabinet to consider how any money so saved may be used to support the voluntary and third sector both locally and regionally.”

FOR CONSIDERATION

Background documents:

1. Motion submitted to the Council meeting – 7 July 2011.

Contact:

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Democratic & Electoral Services manager
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REPORT FOR: CABINET

Date of Meeting:	21 July 2011
Subject:	School Expansion Programme
Key Decision:	Yes [Affects all Wards]
Responsible Officer:	Catherine Doran, Corporate Director Children's Services
Portfolio Holder:	Councillor Brian Gate, Portfolio Holder for Schools and Colleges
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Recommendation from Education Consultative Forum – 27 June 2011

Section 1 – Summary and Recommendations

This report sets out a proposal for a school expansion programme, as part of the overall School Place Planning Strategy 2010 – 2013, to meet the projected increased demand for school places in Harrow.

Recommendations:

Cabinet is requested to:

1. approve the implementation of a school expansion programme, as part of the overall School Place Planning Strategy 2010 – 2013, to meet the increased demand for school places;
2. delegate the detailed decision making within the school expansion programme to the Corporate Director Children's Services in consultation with the Portfolio Holder for Schools and Colleges, and report to Cabinet in

- due course on the capital investment requirements for further approval;
3. note the policy position about Free Schools and Academies in Harrow.

Reason: (For recommendation)

To ensure there are sufficient school places to fulfil the local authority's statutory responsibilities.

Section 2 – Report

Introduction

1. The local authority has a continuing statutory responsibility to provide sufficient school places for its area. Harrow has extensive experience of collaborative working with the schools in its area to achieve consensus about the changes needed to ensure sufficient places for the children seeking places in Harrow's schools.
2. There is significant projected increased demand for school places in Harrow and across London in the next few years. London Councils has warned that there is a predicted shortfall of around 70,000 permanent school places across London over the next four years, largely concentrated in primary sector schools but predicted to feed through into the secondary sector in London in the 2014/15 school year.

School Place Planning in Harrow

3. School place planning in Harrow is led by officers in Children's Services in liaison with officers from several directorates. A range of information is considered, including projections, pupil numbers and admissions data. Proposals to increase or decrease the number of school places are developed and recommendations made.
4. In addition there is liaison with neighbouring boroughs on school place planning issues, and colleagues with responsibility for other policy areas, including the Local Development Framework, Extended Schools and Early Years, and the 14-19 agenda.
5. One of the key elements of school place planning, when additional school places are required to meet increased demand, is capital funding to ensure sufficient space is available to accommodate the children. The officer group includes the School Capital Programme Service Manager to ensure holistic planning and forward planning for budget setting. The coalition government has announced its priorities for capital investment in schools are basic need, especially primary places, and capital maintenance.

6. The level of projected increased demand for school places in Harrow is such that the current established arrangements need to be more formally incorporated into a school expansion programme as part of the overall school place planning strategy. Government policies about Academies and Free Schools need to be considered both as part of the solution and for the additional dimension they bring to education provision.

Options considered

7. In February 2010, Cabinet agreed its School Place Planning Strategy 2010 – 2013. This strategy established the framework for officers to develop and bring forward options to ensure there are sufficient school places to fulfil the local authority's statutory responsibilities. The strategy sets out the detailed information that supports the development of proposals to change the number of school places. Included with the strategy is the School Roll Projections 2010 – 2016 Report prepared by the Education Performance Team (Partnership Development and Performance Division - PDP). This report brings together information on population projections, pupil roll numbers and housing developments in Harrow.
8. The School Place Planning Strategy 2010 – 2013 identified that additional primary places would be required from 2010 onwards and that over the next two years, the Council would monitor the impact of the additional reception places created by bulge classes and develop proposals accordingly. The Strategy stated that if increased demand continues and pupil numbers are sustained, then permanent expansions will be considered.
9. The Education Consultative Forum considered the strategy in January 2010 prior to the Cabinet decision, and receives regular update reports about the implementation of the strategy.
10. The strategy was adopted in the context of predicted significant continued growth in demand for school places, and school reorganisation changes implemented in Harrow that could affect demand (Harrow Collegiate sixth forms and changes in the ages of transfer).

Current situation

11. Since September 2009 Harrow has opened additional Reception class places to meet the sustained additional demand that has been experienced by most local authorities in the London area. These additional Reception classes have been opened in existing Harrow schools on a temporary basis. These additional classes are often referred to as 'bulge' classes, and the class progresses through the following year groups at the school. Five bulge classes were opened in September 2009, a further five bulge classes were opened in September 2010, and eight bulge classes will be opened in September 2011.
12. The Greater London Authority School Roll Projection Service provides Harrow with school roll projections up to ten years ahead. The increased demand for Reception places is projected to continue

throughout this period and beyond, and will impact on all schools in Harrow.

Implications of the Projections

13. The GLA projections are created from sophisticated processes that build on demographic data and factor in other data such as migration and proposed housing developments. Analysis of the GLA school roll projections over time indicates an acceptable working degree of accuracy. A surplus of 5% is applied for school place planning purposes to manage fluctuations in demand and offer some parental preference. This table indicates the number of additional Reception classes that would be required to meet projected demand with the surplus planning factor.

12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
13	14	14	15	15	15	14	12	10

14. The projected demand is spread across all the Primary Planning Areas (2-3 forms of entry per PPA). For primary sector school place planning purposes, the borough is divided into five geographic areas and a sixth planning area for voluntary aided schools.
15. It is predicted that there will be levelling of demand in 2024/25 at the level projected for 2012/13 - this is based on comparison of birth rates in 2008 and projected for 2020.
16. It is not sustainable to meet the projected level of increased demand for Reception places through opening bulge classes alone during the next ten year planning period from 2012/13 onwards. A significant number of additional permanent places in primary sector schools will be required. It is considered that Harrow needs to increase the focus on this area of work and establish an expansion programme to increase the number of permanent places in Harrow schools.
17. This increased demand will follow through into the secondary sector in five years time (academic year 2016/2017). The expansion programme would therefore start with the primary sector and then encompass the secondary sector in due course. Alongside the creation of additional permanent places will be a more formalised temporary bulge class programme to provide the basic capacity required to meet the full projected demand.

Recommendation to establish a School Expansion Programme

18. The Corporate Director for Children's Services recommends that a school expansion programme be established. Planning will need to be developed based on current provision and knowledge, though it will need to take account of external developments such as:
- free schools and academies;
 - emerging national capital strategy.
19. The programme will need to be developed and implemented in close partnership with Harrow's maintained schools and with the involvement

of key stakeholders such as faith organisations, academies and any free school proposers. Representative primary headteachers have been identified to work with officers to develop initial proposals and principles that will be applied when identifying primary sector schools for expansion. There are three aspects to the proposed school expansion programme:

- Permanent places;
- Temporary places (bulge classes);
- Contingency places.

20. Planning to create additional school places will need to be developed and monitored over time to ensure the optimum level of provision. The high level planning proposed below therefore indicates ranges within which actual planning is expected to be developed. It is proposed not to apply the full +5% surplus places planning factor for the period 2012/13 to 2017/18 to avoid risk of creating additional places that do not fill.

Permanent places

21. It is proposed that planning should be taken forward to establish 6-8 permanent additional forms of entry in the primary sector by 2016. It is believed this would be a sustainable level of additional places for the foreseeable future, and would avoid the need to remove places when the level of increased demand reduces. The approach initially would be to open bulge year classes in schools being considered for permanent additional forms of entry to ensure the sustainability of the increase.
22. It is envisaged that the majority of these additional forms of entry would be established at existing maintained schools, though 2-3 of these permanent additional forms of entry are proposed to be provided through the creation of a new primary school(s). Currently there are two routes through which new schools may be established:
1. The emerging Harrow Core Strategy states there will be a need for a new primary school to meet the additional child yield from new housing developments in Harrow. It is expected that a new school would need to be located in the central area of Harrow, particularly should future new residential development be concentrated in the Harrow and Wealdstone areas. This may be established from 2015/16.
 2. In line with the government's policy, proposers may come forward to establish Free Schools in Harrow.
23. Work is being taken forward with Place Shaping Directorate colleagues to establish the proposed size of new school(s) and potential sites. This work will include an Infrastructure Plan that identifies potential sites for schools that could meet the child yield associated with new housing developments over the next 15 years. The community Infrastructure Levy (CIL) Regulations enable local planning authorities to collect financial contributions from individual developments towards infrastructure made necessary by developments across the borough. In accordance with emerging details of the Education Bill there would be

the presumption that a new school would be an academy or free school, rather than a community school, and open to proposers to apply.

24. It is understood that the Department for Education takes the lead about negotiations for Free School sites. Free School proposers are required by the Department for Education to set out the range of possible site options available for their Free School including details of the preferred site. They are not required by DfE to enter into any negotiations for sites and must not do so at the application stage.

Temporary places

25. It is proposed that it is planned to establish 4-6 additional bulge class forms of entry per year. These will need to be provided through a rolling programme within Primary Planning Areas at schools that are not being permanently expanded.

Contingency places

26. Contingency planning would be put in place for more temporary additional forms of entry each year in case these are needed in the event of demand arising at a higher level than forecast. For example, the potential impact of the government's reform of welfare and housing benefits may lead to migration from inner London to outer London boroughs.

Implications of the recommendation

27. The schools capital programme will need to be focussed almost exclusively on supporting the school expansion programme in order to meet the level of demand for school places. There are implications for the Council's financial strategy.
28. Though primary sector schools have been able to open temporary additional forms of entry through the use of space vacated following the changes to the ages of transfer, there are capital implications, and implications for the range of opportunities schools provide for the children and families in their area, that will need to be considered for this aspect of the programme. These include:
 - Feasibility work will be required for all schools taking additional pupils / students, that also takes into account building condition issues.
 - Separate junior schools continue to have four year groups and do not have space vacated through the school reorganisation changes in the same way as primary schools and separate infant schools.
 - The Department for Education expectation will be that classroom capacity is fully used and that there is compliance with Building Bulletins 98 and 99. This will require rigorous examination of the use of all space in Harrow's schools, which may impact on provision. For example, Harrow's schools have developed rich provision for their pupils / students beyond curriculum requirements and provide extended services to children and families. Also, primary sector schools have had in place provision

to meet Year 7 Key Stage 3 curriculum requirements, which is no longer applicable following the school reorganisation changes and may mean that some provision does not need to continue in the same way.

29. The size and nature of schools in Harrow will need to be considered. For example, it is envisaged there will be separate infant and junior schools that are expanded to four forms of entry, and all-through primary schools of four forms of entry may be considered appropriate. Free school promoters may be proposing one form of entry schools. A number of secondary schools in Harrow are expected to become academies later this year and there may be further academies in both the primary and secondary sector. Voluntary aided schools may also be considering opportunities for expansion. These schools will need to be closely involved and engaged in the implementation of the expansion programme.

Free Schools and Academies

30. The government's policies on Free Schools and Academies are beginning to impact on Harrow. The additional flexibilities granted to these schools will need to be considered in relation to the school expansion programme. For example, the government's consultation on Changes to the Admissions Framework proposes to allow all popular and successful schools to increase their Published Admission Number, with a strong presumption in favour of an increase in respect of an objection.
31. **Academies** Seven of Harrow's high school governing bodies have decided to transfer to academy status. Other schools across sectors may consider transfer of status to academy at a future point. Harrow Council's position is that it will continue to support schools that transfer to become academies, and will encourage them to continue working in partnership with each other and with schools in other sectors to deliver the very best education for children in Harrow.
32. **Free Schools** Harrow Council has had initial approaches from potential promoters of Free Schools in Harrow. In accordance with its role to secure a wide range of education options for parents and families, championing choice and ensuring there are sufficient high-quality school places, Harrow Council will respond to approaches it receives to consider what the promoters' proposals may offer to children and families in Harrow and the contribution they may make to the school expansion programme in Harrow.

Financial Implications

Revenue

33. Any school expansion programme will inevitably have significant financial implications. School revenue budgets are funded from the Dedicated Schools Grant (DSG). As the Department for Education (DfE) allocates DSG based on pupil numbers, any increase in pupil numbers results in additional revenue funding for the expanding school. As school budgets are based on pupil numbers in the January prior to the

start of the financial year, there is always a funding lag when schools increase their pupil numbers. To ensure that schools who agree to an expansion are not financially penalised the Harrow school funding formula provides 'Additional Class Funding' for the period from September to the end of March, following which the mainstream funding formula will take effect.

Capital

34. The major impact will be on the capital programme. The exact cost will not be known until the details of which schools will be expanded are finalised. The expansion programme is likely to include a new school which, given the current national policy, could be either a Free School or an Academy funded directly by the DfE. The exact cost of a new build will be dependent on the site however the standard construction cost of a 3 form of entry primary school without a nursery is £8.5m. There may also be the potential to utilise s106 agreements in respect of the new developments to provide for permanent expansions.
35. The carbon impact of any capital investment will need to be fully considered to ensure that the council's overarching climate change target of reducing carbon emissions is taken into account.
36. Spare capacity on school sites will be used and full use made of existing capacity. The change to the age of transfer created spare capacity in the primary sector that should serve to reduce the need for capital expenditure. Work to quantify the extent of spare capacity is being undertaken as a matter of urgency and this will inform the programme of works required. It is imperative that schools maximise the space allocated to teaching within the school. Not only will this minimise the amount of DfE capital grant that has to be allocated to the expansion programme but will make the school more sustainable from a revenue point of view. For example whereas the current school funding formula allocates a proportion of the school budget based on floor area any national funding formula is expected to see practically all school funding being based on pupil led factors. Consequently schools with large areas of non-teaching space would have to allocate a higher proportion of their budget to cover premises costs.
37. Funding the expansion programme will need to be considered as part of setting the 2012/13 to 2016/17 Capital Programme in the Medium Term Financial Strategy (MTFS). In 2011/12 the DfE acknowledged the need to provide additional places through the allocation of £3.2m of basic need capital grant. A national review of schools' capital is currently underway and no funding has been confirmed for 2012/13 onwards, though for planning purposes it is expected to be in line with the 2011/12 allocation. If the cost cannot be met from DfE capital grants then it would be a call on the council's capital programme.
38. The council should be able to spread the cost of permanent expansions over a number of financial years as it will take time for the expansion to work its way through the school. This spread will assist with trying to

manage the school capital programme within the envelope of grant funding, though this will need to be confirmed.

Equalities Implications

39. As proposals for permanent expansion are brought forward then there will be Equalities Impact Assessments undertaken on specific proposals. The Education Consultative Forum are considering these proposals at their meeting on 27 June 2011 and have been invited to consider what equality implications there may be in relation to any of the proposals in this report.

Performance Issues

40. Harrow is a high performing Local Authority and the large majority of local schools are judged to be good or better by Ofsted. Schools in Harrow perform well in comparison to national and statistically similar local authorities. Most primary schools and all secondary schools are judged good or outstanding. Managing the increasing demand for school places across the borough will be highly important to maintaining these high standards in Harrow schools.
41. The White Paper and Education Bill maintain a focus on driving up standards in schools, and place more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring performance and driving improvement is changing significantly and will reduce from its current level. However, the Local Authority will maintain a strategic oversight and enabling role in local education, and is likely to retain some role in monitoring educational achievement and key measures such as exclusions and absence. The exact nature of the respective roles and responsibilities is still emerging and is being discussed with the schools.
42. Although the national indicator set has been abolished by the Department for Communities and Local Government, all of the key education indicators remain in place and continue to be reported to the Department for Education (DfE). This situation remains under review and the DfE is yet to provide clear guidance on if and how educational performance will be judged at a borough level.
43. There are implications for the provision of performance and management information to other services within Children's Services where schools' data is not transferred to and held by the Council. This includes data from potential academies and other schools not taking up some interdependent SLAs.

Environmental Impact

44. The school expansion programme will have an environmental impact that will need to be considered. Schools account for 50% of the council's total carbon emissions (62% of emissions under the Carbon Reduction Commitment scheme – [CRC]) and will need to play a full part in reducing these emissions by 4% per annum (as set out in the council's climate change strategy).

45. It will be essential that any new build or temporary accommodation is built to a good standard of thermal and energy efficiency to minimise use of energy.
46. The government's position on whether the Council or Academies are responsible for emissions under the CRC is yet to be clarified.

Risk Management Implications

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

47. The directorate and corporate risk management implications for the council arising from a school expansion programme would be considered for inclusion on the directorate and corporate risk registers.
48. It is proposed to work with primary headteachers about developing sustainable and agreed provision to meet future demand for reception places. This will help to reduce risk that there will be insufficient provision of school places within Harrow to meet demand.

Corporate Priorities

49. The school expansion programme will support the Council's Corporate Priorities for 2011-2012:
 - United and involved communities: A Council that listens and leads.
 - Supporting and protecting people who are most in need.

Section 3 - Statutory Officer Clearance

Name:	Julie Alderson	<input checked="" type="checkbox"/>	Chief Financial Officer
Date:	22 June 2011		
Name:	Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	13 June 2011		

Section 4 – Performance Officer Clearance

Name: David Harrington



on behalf of the
Divisional Director
Partnership,
Development and
Performance

Date: 22 June 2011

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker



on behalf of the
Divisional Director
(Environmental
Services)

Date: 21 June 2011

Section 6 - Contact Details and Background Papers

Contact: Chris Melly, Senior Professional, Children's Services
020 8420 9270 chris.melly@harrow.gov.uk

Background Papers:

School Place Planning Strategy 2010 – 2013. Cabinet item 769 11th February 2010 <http://www2.harrow.gov.uk/ieListDocuments.aspx?CId=249&MId=4622>

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

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EDUCATION CONSULTATIVE FORUM

MINUTES

27 JUNE 2011

Chairman:	* Councillor Brian Gate	
Councillors:	* Husain Akhtar * Christine Bednell (1) * Zarina Khalid	* Kairul Marikar (2) * Janet Mote Raj Ray
Teachers' Constituency:	† Ms A Drew † Ms C Gembala Ms J Lang	* Ms L Money † Ms L Rowlands Ms L Snowdon
Governors' Constituency:	* Mrs C Millard † Mr N Ransley	† Mr K Sochall † Ms H Solanki
Elected Parent Governor Representatives:	(Vacancy)	(Vacancy)
Denominational Representatives:	* Mrs J Rammelt	† Reverend P Reece

* Denotes Member present
(1), (2) Denotes category of Reserve Members
† Denotes apologies received

RECOMMENDED ITEM

49. School Expansion Programme

An officer introduced a report which set out a proposal for a School Expansion Programme as part of the School Place Planning Strategy 2010-2013. He advised that:

- the plan was being devised to meet the projected demand for school places in Harrow;
- three key aspects of the School Expansion Programme were:
 - Permanent places - To expand some existing schools within the borough;
 - Temporary places - To plan bulge classes in existing schools;
 - Contingency Places - To highlight existing schools that could cater for additional bulge classes should they become necessary;
- it was proposed that an additional 6-8 permanent forms of entry would be established in the primary sector by 2016;
- officers would contact Governing Bodies to discuss the permanent expansion of their school;
- a meeting for Chairs of Governing Bodies and Headteachers would be held on 6 July 2011 to discuss the proposals.

In response to questions, officers advised that:

- eight additional bulge classes were established for the current Academic year to cater for the unprecedented demand for school places in the primary sector;
- London Councils estimated that approximately 70,000 additional permanent school places would need to be found over the next four years across London. The reason for the increased demand was unknown and exceeded any projections. Possible factors included parents choosing state funded schools for their children rather than private funded schools;
- each permanent expansion would have a capital implication. It was anticipated the cost of permanent expansion would be spread over a number of financial years as it will take time for the expansion to work its way through the school;
- the total number of pupils in the borough was approximately 26,000.

Members commented that:

- Harrow was known for its good education;
- the introduction of Academies and Free Schools could complicate choices for parents;
- school place planning was an inexact science. The planning was complex and there were many aspects to it. Some areas could require more permanent places because of new housing developments concentrated in some areas;

- bulge classes may be used to meet demand as it arises, but it was hard for the school to plan long-term.

RESOLVED: To Recommend (to Cabinet): That

- 1) the Forum's comments on the proposal for a School Expansion Programme be noted, and that the following key aspects of the Programme be forwarded to Cabinet for consideration;
 - Permanent places - To expand some existing schools within the borough;
 - Temporary places - To plan bulge classes in existing schools;
 - Contingency Places - To highlight existing schools that could cater for additional bulge classes should they become necessary.

Reason for Recommendation: To ensure that sufficient places are available to fulfil the Local Authority's statutory responsibilities.

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REPORT FOR: CABINET

Date of Meeting:	21 st July 2011
Subject:	Mollison Way, Queensbury - Streets for People Scheme
Key Decision:	Yes
Responsible Officer:	Brendon Hills, Corporate Director Community and Environment
Portfolio Holder:	Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A - Mollison Way consultation leaflet Appendix B - Mollison Way Improvement Scheme Risk Register Appendix C – Consultation results Recommendation from TARSAP 23 rd June 2011

Section 1 – Summary and Recommendations

This report provides details about the Mollison Way – Streets for People scheme funded by Transport for London (TfL), reports the outcome of the recent consultation exercise and seeks approval to implement the scheme.

Recommendations:

Cabinet is requested to:

1. Note the results of the public consultation exercise and the recommendation from TARSAP on the 23rd June 2011,
2. Agree to implement the scheme and undertake associated statutory consultation,
3. Delegate authority to the Portfolio Holder for Environment and Community Safety to consider objections to the scheme arising from the statutory consultation process and to make any necessary amendments to the scheme.

Reason: (For recommendation)

This is a major investment of £1,000,000 in the borough which will make significant local improvements to the area and contribute to achieving the Council corporate priorities. Delivering this scheme will improve the quality of life for the local community and significantly improve the highway environment and public realm. .

Section 2 – Report

Introduction

2.1 The Mollison Way –Streets for People scheme was initiated in partnership with Transport for London (TfL) in 2009 and has involved developing a comprehensive package of local transport measures which aim to:

- improve the street environment;
- increase the attractiveness of public transport, walking and cycling;
- improve road safety and safe access to the bus stops
- improve opportunities for local social interaction; and
- reduce the fear of crime in the area.

There is a large community in the area directly affected with over 14,000 people within a 15 minute walk of the central shopping parade. The scheme will therefore have a significant impact.

- 2.2 The type of location and demographics met the strict requirements set by TfL for a major scheme which is identified in Harrow's Transport Local Implementation Plan. Funding for this scheme has been fully secured from TfL in this financial year.

Options Considered

- 2.3 The scheme priorities and objectives were developed through extensive local engagement via stakeholder meetings set up at the start of the project and through a working group formed of local councillors, businesses, residents, London Buses, TARSAP Advisors', the Safer Neighbourhood Team, local residents associations, Stag Lane School and local church groups..
- 2.4 The highly productive working group meetings facilitated the development and review of a wide range of options and resulted in a highly innovative final scheme which now has a broad level of community support.
- 2.5 All of the options considered have been subject to a rigorous safety auditing process which has reviewed safety issues at the feasibility and design stages and will continue at the post construction stage.

Background

- 2.6 Mollison Way is situated in Edgware ward which is an area of relative deprivation and also an area with high density residences. These issues both make it a suitable candidate for a TfL funded streets for people major scheme.
- 2.7 Mollison Way and the surrounding roads were constructed on the former Stag Lane Aerodrome shortly after its closure in 1934. Mollison Way was built wide enough to allow for the last few planes to take off from the De Havilland factory on the site.
- 2.8 The legacy of this design is a wide central road area dominated by traffic and parking with poor sight lines, indiscriminate parking and no facilities to allow pedestrians to cross between the North and South shopping parades. In addition the bus stops do not have easy access and some of the footways are extremely narrow. This severely restricts access to the local shops particularly for vulnerable road users such as the elderly, disabled and children.
- 2.9 The Mollison Way –Streets for People bid was initially developed and agreed with Transport for London (TfL) in 2009. Funding of £100,000 was provided by TfL to undertake initial feasibility work in 2010/11 and

scheme options were developed. Further funding of £1,000,000 was secured for 2011/12 to implement the scheme

- 2.10 As part of the local engagement, a stakeholders meeting with local representatives, councillors, residents and businesses was set up in May 2010 to identify priorities and develop initial ideas. A working group comprising of key stakeholders was set up following the stakeholders meeting to develop proposals with guidance from representatives of the traffic and road safety team. The priorities identified included:-
- Addressing pedestrian crossing and parking problems around the shopping parade area in Mollison Way
 - Improving road safety
 - Improving access to public transport and bus stops
 - Improving access to parking for local people especially those with disabilities
 - The provision of CCTV
 - The creation of community areas
 - Local parking controls to increase turn over of spaces outside the shops
- 2.11 The main focus of the scheme development was to create an area where pedestrians and cyclists have precedence over motorists and to create an environment that is safe, inviting and improves the public realm. A key feature of the scheme design is to use available space to create community areas and to install public art features in order to encourage an improved sense of local identity and to encourage greater social interaction.
- 2.12 The scheme subsequently developed is expected to provide significant benefits for pedestrians by using a design that improves both their safety and their perception of safety. In particular the scheme will offer considerable safety benefits to children from Stag Lane First and Middle schools. The school is a key supporter of the current scheme design.
- 2.13 The benefits of the scheme will also include improvements to public transport by improving the flow of traffic for buses through the area and improving access to bus stops. A concise description of the proposals is provided in the consultation leaflet shown in **Appendix A**.

Public consultation

- 2.14 Public consultation for the scheme ran for two months in May and June 2011. Approximately 1,300 consultation leaflets and questionnaires in total were delivered to households and businesses in the vicinity. Posters were placed on street and information leaflets distributed to shopkeepers providing details about the scheme and asking for comments.

- 2.15 In addition to the delivery of the consultation leaflets three manned traffic exhibitions were held at the Bob Lawrence Library and the Harness Harrow Medical Centre both located in Mollison Way. Details of the scheme are also included in the council's website.
- 2.16 **Appendix C** provides a summary of the consultation results for information. The response rate was 11% over the wider catchment area which is considered a good rate of return for this part of the borough based on the local demographics and level of deprivation. An analysis of the results indicates that 76% support the current proposal which is a significant majority.
- 2.17 The Traffic and Road Safety Advisory Panel met on the 23rd June 2011 and considered the Mollison Way scheme consultation results. The Panel has recommended that Cabinet agree to implement the scheme and that associated statutory consultation commences.
- 2.18 Subject to approval minor refinements may be made to the final scheme design to accommodate the comments and suggestion made during the consultation and these will be carefully considered via the steering group. It is not envisaged however that significant deviations from the proposed scheme will be necessary.

Financial Implications

- 2.19 The Mollison Way Improvement Scheme is being funded entirely by Transport for London (TfL) via their Major Schemes programme and there is therefore no cost implication to the Council for this work. Staff costs for design, management and monitoring of the work will be charged to the TfL budget allocation. The scheme has received approval for inclusion in the 2011/12 Capital Programme.
- 2.20 The Mollison Way scheme is identified as a major scheme in Harrow's Transport Local Implementation Plan and therefore implementing this scheme is part of Harrow's statutory duty. Funding is provided by TfL to discharge this responsibility.

Performance Issues

- 2.21 Implementing this scheme will impact on the following performance indicators identified in the Community and Environment Service Plan:
- Improved street environment
 - Reduced carbon footprint
 - Improved condition of roads in the local vicinity
 - New tree planting
 - Reduction in road traffic accidents
 - Reduction in the main mode of travel for children travelling to school by car

2.22 In addition, the scheme will help the borough achieve the following statutory targets included in Harrow's Transport Local Implementation Plan:

- Increased percentage of trips by walking and cycling
- Overall reduction in CO₂
- Reduction in road traffic casualties

Environmental Impact

2.23 The Mollison Way Improvement Scheme is included in the council's programme of transport works identified in the Harrow Transport Local Implementation Plan (LIP2). LIP2 underwent a Strategic Environment Assessment which identified overall improvements to human health and improved air quality. This scheme will contribute to both these areas of improvement.

Risk Management Implications

2.24 There is an operational risk register for transportation projects which covers all the risks associated with developing and implementing physical alterations to the highway. This would include the Mollison Way scheme detailed in this report. The risk register is included in the Community & Environment Directorate Risk Register.

2.25 A separate project - specific register exists, and is provided in **Appendix B**.

Equalities implications

2.26 An equality impact assessment has been undertaken and no adverse impact was identified on any of the specified equality groups. There are positive impacts of the works on all equalities groups, particularly, women, children and people with mobility difficulties. Benefits are likely to be as follows:

Equalities Group	Benefit
Women and vulnerable people	Safer environment
Mobility impaired	improve the access of this area by improving the footway surfaces and creating shared surfaces and dropped kerbs
Children	Safer routes to Stag Lane schools
Others	Improved public realm, accessibility

Corporate Priorities

2.27 This scheme provides opportunities for a wide range of activities and benefits relating to many different areas of life, social; economic; environmental; physical and to mental health. This project

encompasses the vision of Harrow's community strategy and accords with the councils new corporate priorities as follows:

Corporate priority	Impact
Keeping neighbourhoods clean, green and safe	Implementation of road safety measures and CCTV cameras, additional trees and an improved public realm
United and involved communities: A Council that listens and leads.	The scheme was developed and designed through local community engagement and involvement from the start of the project
Supporting and protecting people who are most in need	New improved pedestrian and disabled facilities including dropped kerbs and tactile crossing facilities
Supporting our town centre, our local shopping centres and businesses.	Improving access to the area and better providing safer parking arrangements with a faster turnover of spaces that will support the local economy. Also improved facilities for service vehicles and deliveries.

Section 3 - Statutory Officer Clearance

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 17/06/11		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 20/06/11		

Section 4 – Performance Officer Clearance

Name: Wayne Longshaw



on behalf of the
Divisional Director
Partnership,
Development and
Performance

Date: 15/06/11

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker



on behalf of the
Divisional Director
(Environmental
Services)

Date: 07/06/11

Section 6 - Contact Details and Background Papers

Contact: Barry Philips, Traffic and Road Safety Team Leader,
barry.philips@harrow.gov.uk
0208 424 1649

Background Papers:

Local Implementation Plan 2

List **only non-exempt** documents (ie not Private and Confidential/Part II documents) relied on to a material extent in preparing the report (eg previous reports). Where possible also include a web link to the documents.

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

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Mollison Way Improvement Scheme



YOUR OPPORTUNITY TO IMPROVE YOUR AREA

Mollison Way Improvement Scheme

Introduction

Harrow council has received funding from Transport for London for improvements to your area centred on the shopping parades in Mollison Way. This will help to:

- Make it easier and safer to cross Mollison Way and other nearby streets
- Create a modern less cluttered and more attractive shopping area, where people feel comfortable to walk, live, work and visit the shops
- Provide community areas with the potential for local art
- Improve personal security and reduce fear of crime

Representatives from the local community have been working with us to establish the priorities important to local people, getting local ideas and develop the proposals with the funding available.

We are now seeking your views on the proposals to help finalise the scheme. This can easily be done by returning the enclosed questionnaire or completing it online.

Improvements for Pedestrians, Cyclists and Disabled People

- New crossing points including two zebras, central islands and raised platforms
- Crossing points arranged with clear visibility and reduced crossing distances
- Crossing points across side roads at either end of the Parades mostly on raised tables
- More direct pedestrian access along Mollison Way to the shops
- Altered kerb lines to deter straight through traffic
- Pavement areas repaved with quality materials improving walking conditions
- Improving footpaths especially for wheelchairs and prams by reorganising obstructions like bollards
- Reorganised parking away from junctions and crossing points improving safety for pedestrians and cyclists
- New cycle stands

Improvements for Public Transport Users

- Better located bus stops with larger waiting areas to improve accessibility
- Specific crossing points to access bus stops
- Parking places reorganised to reduce delays to bus services

Improvements for Drivers

- Main carriageway kept clearer for moving traffic and avoiding delays but keeping speeds low
- Clear provision for loading, disabled parking and general parking so it is safe and unobstructive
- Junction and crossing safety improved by keeping them clear

We aim to introduce crossing points along the rest of Mollison Way where pedestrians will be visible to drivers, have shorter crossing distances and find it easier and safer to cross. We will progress this once these proposals are finalised.

Disadvantages

As well as the benefits already mentioned all such schemes do have certain disadvantages, these include:

- Overall slightly less parking can be provided in the Parades area because parking will be arranged in safe, non obstructive locations.
- A number of other options were investigated but proved to be too expensive as they would have required the relocation of underground services like gas pipes
- Less parking may be available elsewhere due to waiting restrictions to address obstructive parking at junctions or improving crossing visibility and road safety
- Road humps may cause vibrations affecting people located nearby, discomfort to vehicle occupants and can impact on emergency service response times, however this has been minimized by reducing the hump height.
- Although larger delivery vehicles will benefit from improved accessibility they may find it more difficult to turn around

New linked community areas to replace roundabouts

- Pedestrians have clearer more direct access to shopping parades from along Mollison Way crossing side roads on raised platforms which will also reduce traffic speeds
- New opportunity for people to meet. Possibility of feature to reflect history of area and local art for which local community representatives have secured funding
- Junctions with side roads realigned and raised entry platforms to discourage through traffic.
- Roadway taken one side of old roundabouts to keep traffic speeds down
- New quality paving throughout the Parades area

Improvements to personal safety, security and addressing fear of crime

- New CCTV cameras linked to central control room with close working with the Police Safer Neighbourhoods teams to ensure security and protect against antisocial behaviour
- Traffic speeds reduced by self enforcing means like bends, raised platforms and central islands
- Poor parking behaviour can be monitored and necessary action taken

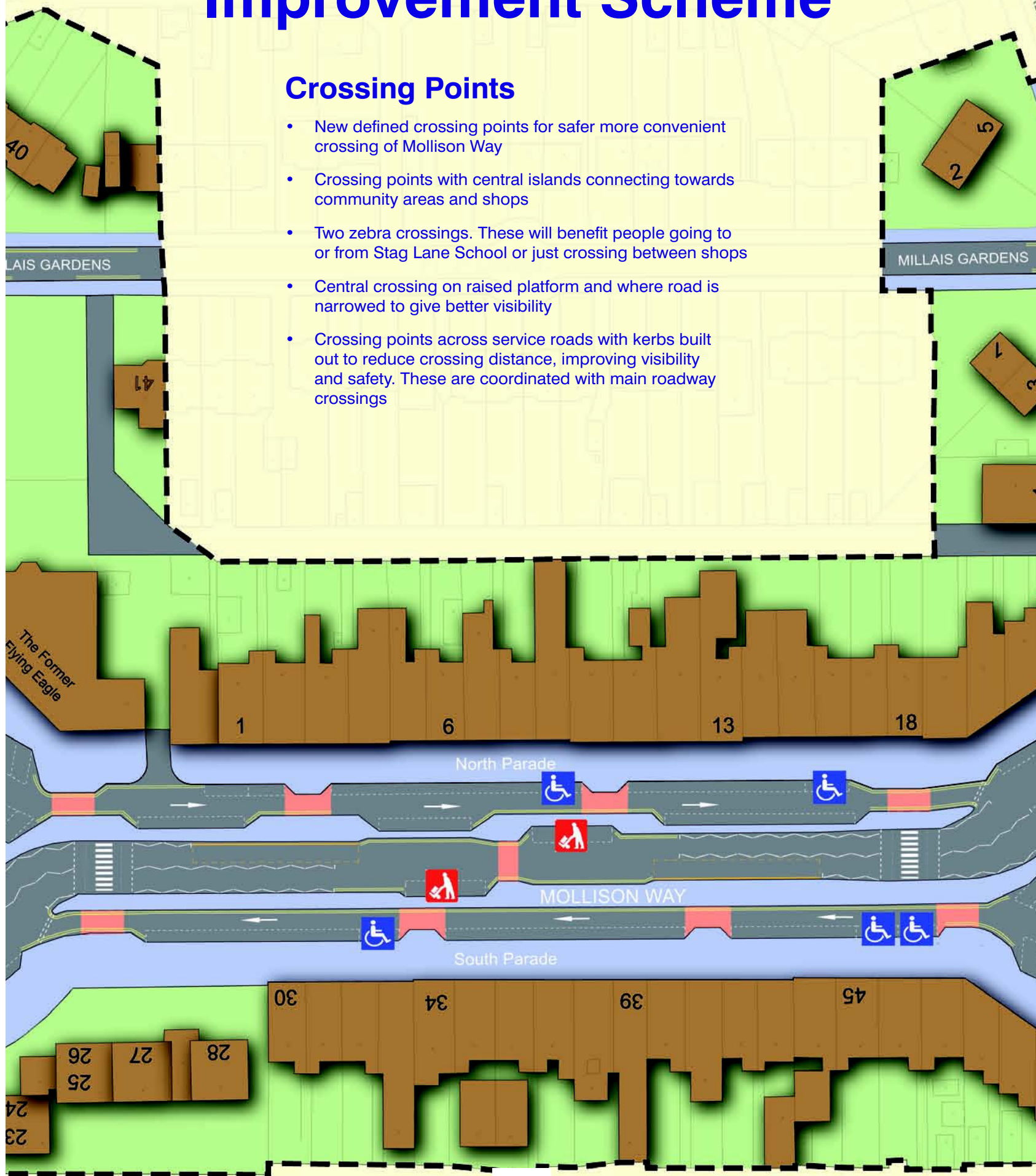


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Mollison Way Improvement Scheme

Crossing Points

- New defined crossing points for safer more convenient crossing of Mollison Way
- Crossing points with central islands connecting towards community areas and shops
- Two zebra crossings. These will benefit people going to or from Stag Lane School or just crossing between shops
- Central crossing on raised platform and where road is narrowed to give better visibility
- Crossing points across service roads with kerbs built out to reduce crossing distance, improving visibility and safety. These are coordinated with main roadway crossings



Improved bus stops, loading facilities and clear safe places to park

- Wider bus stop waiting areas relocated to improve visibility for pedestrians crossing
- Bus stops accessible via new crossing points
- Dedicated accessible loading facilities
- Vehicle parking in clearly defined bays so visibility for crossing is improved and obstructive parking avoided preventing people getting blocked in or delays to traffic
- More strategically located disabled bays
- Parking banned in other unsuitable locations within or near Parades area



KEY



Proposed disabled bay



Proposed loading bay



Proposed raised crossing platform



Proposed CCTV Location



Proposed pedestrian refuge location

Mollison Way Improvement Scheme

More Information

This leaflet shows outline plans and artistic impressions of how the proposals would look. If you require further information larger more detailed plans will be on display at :

Bob Lawrence Library
6-8 North Parade
Mollison Way
Edgware
HA8 5QH

and

Harness Harrow Medical Centre
46 South Parade
Mollison Way
Edgware
HA8 5QL

between 14th May and 6th June.

If you wish to discuss any part of this scheme we will be available in the Bob Lawrence Library on:

Saturday 21st May	-	10:00am	to	2:00pm
Tuesday 24th May	-	1:00pm	to	4:30pm
Thursday 26th May	-	3:30pm	to	7:30pm

If you can't attend any of these sessions then you can contact us by telephone on **020 8424 1988** or by email on transportation@harrow.gov.uk

Detailed plans can also be seen on the council's website at: www.harrow.gov.uk/mollisonway

Working together we can improve your area We need your views to finalise the plans

Please let us know your views by completing the enclosed response form and returning it to us in the reply paid envelope to arrive by 6th June 2011. You can also write to us about the scheme using the reply paid envelope or email us on: transportation@harrow.gov.uk

We look at all the comments we receive and will make changes wherever possible. We will not be able to respond individually to your completed questionnaires due to the large amounts of information generated and tight deadlines. Please ensure you provide your address as we can only effectively use your comments with this information.

What happens next?

We will make adjustments to the scheme where we can and agree these with councillors and TfL. We hope to start some construction work during the school summer holidays. We will send out further information to you to let you know the outcome. If your address is next to where works will be carried out you will receive further information from the contractor.

Some parts of the proposals like the yellow lines require us to advertise legal orders. We will place notices in the local paper and on street (lamp columns) and write to people located closest.

If you have any questions about the scheme proposals please contact us on **020 8424 1988** or by email on transportation@harrow.gov.uk

Before



After



Computer generated image for illustration purpose only.

Please call the number below for a large print version of this document, or a summary of this document in your language.

- Albanian** Nëqoftëse gjuha Angleze nuk është ghuha juaj e parë, dhe keni nevojë për përkthimin e informatave të përmbajtura në këtë dokumentë, ju lutemi kontaktoni numërin dhënë.
- Arabic** إذا كانت الانجليزية ليست لغتك الأولى وتحتاج لترجمة معلومات هذه الوثيقة، الرجاء الاتصال على رقم
- Bengali** যদি ইংরেজি আপনার মাতৃভাষা না হয় এবং আপনি যদি এই প্রচারপত্রের তথ্যগুলোর অনুবাদ পেতে চান তাহলে যে টেলিফোন নম্বর দেওয়া আছে সেখানে দয়া করে যোগাযোগ করুন।
- Chinese** 如果你主要說用的語言不是英語而需要將這份文件的內容翻譯成中文，請打註明的電話號碼提出這個要求。
- Farsi** اگر انگلیسی زبان اول شما نیست و شما نیاز به ترجمه اطلاعات موجود در این مدرک را دارید، لطفاً با شماره داده شده تماس بگیرید
- Gujarati** જો ઈંગ્લિશ તમારી પ્રથમ ભાષા ન હોય અને આ દસ્તાવેજમાં રહેલ માહિતીનો તરજૂમો (ટ્રાન્સલેશન) તમને જોઈતો હોય તો કૃપા કરી જણાવેલ નંબર ઉપર ફોન કરો
- Hindi** यदि आपको अंग्रेज़ी समझ नहीं आती और आपको इस दस्तावेज़ में दी गई जानकारी का अनुवाद हिन्दी में चाहिए तो कृपया दिए गए नंबर पर फोन करें।
- Panjabi** ਜੇ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਸਮਝ ਨਹੀਂ ਆਉਂਦੀ ਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਦਾ ਤਰਜਮਾ ਪੰਜਾਬੀ ਵਿਚ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਦਿੱਤੇ ਗਏ ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ।
- Somali** Haddii Ingiriisku uusan ahayn afkaaga koowaad aadna u baahan tahay turjumidda xog ku jirta dokumentigan fadlan la xiriir lambarka lagu siiyey.
- Tamil** ஆங்கிலம் உங்கள் தாய்மொழியாக இல்லாதிருந்து இப்பத்திரத்திலிருக்கும் தகவலின் மொழிபெயர்ப்பு உங்களுக்கு தேவைப்பட்டால் தயவுசெய்து தரப்பட்ட தொலைபேசி எண்ணில் தொடர்பு கொள்ளவும்.
- Urdu** اگر انگریزی آپ کی مادری زبان نہیں ہے اور آپ کو اس دستاویز میں دی گئی معلومات کا اردو ترجمہ درکار ہے، تو براہ کرم دئے گئے نمبر پر رابطہ کریں۔

020 8424 1988

APPENDIX B – Risk assessment

Risk	Assessment			Potential Mitigation Measures
	H	M	L	
Financial				
Risk to Funding from TfL			✓	Government spending review has squeezed TfL budgets but priorities protected so at present assume funding for programme secure. £1m funding for 11/12 confirmed on portal 16 Feb 11. Harrow have still to pass through gateways 6 and 7 to release funding for implementation
Risk that costs will escalate as design develops and exposes new costs	✓			TfL have indicated available budget for implementation restricted to £1 million. Revised scheme maintaining more existing kerb lines developed. Scheme for shopping parades area only estimated as all that can be done within budget. Outline scheme for limited laybys & crossing points for rest of Mollison Way is available should actual costs permit. Based on current estimate no prospect of further works.
CCTV estimate 5 cameras (not in original plan)	✓			Security emerged as major local concern. Second option of CCTV estimated at £125k but has additional ducting costs. Basic scheme with just 2 cameras also being considered as a potential saving.
Cost of diverting/protecting buried services	✓			Revised layout largely avoids changes to buried services however small contingency allowed
Risk that scheme not be seen to be meeting objectives		✓		Improved crossing facilities and parking layout. Some other priorities and some parking problems remain. Although alternative would better meet objectives probably too expensive and seen as too radical
Statutory				
Risk of opposition to proposals at statutory stage due to proposed parking restrictions, traffic calming etc at statutory stage		✓		Engage with local community through stakeholders & working group in developing proposals establishing the justification. Carry out local consultations May 2011, ahead of statutory stage July). Review feedback and modify proposals as appropriate.
Third Party				
Risk of divergent parking needs making consultation outcome unclear		✓		Borough-wide review of P&D prevents controls on parking spaces being introduced at this stage. Possible future controls to encourage some short term customer parking.
Risk that established trees cannot be removed			✓	Proposals largely sympathetic to tree officer advice on trees to be maintained. Scheme likely to be confined to Parades area and immediate surrounding roads with few trees involved. If scheme affordable beyond shopping area this will minimise tree removal
Risk that widening carriageway	✓			Scheme unlikely to extend much beyond shopping area. If it does, some traffic

APPENDIX B – Risk assessment

Risk	Assessment			Potential Mitigation Measures
	H	M	L	
widths will increase traffic speeds and collisions				calming features including pinch points, offsetting traffic lanes from straight and speed cushions expected to be necessary to restrain traffic speeds and ensure visibility for pedestrians at crossing points is satisfactory.
Public/Political				
Risk of opposition of businesses to any parking controls		✓		Parking needs survey indicated need for balance of short term / longer term parking. Borough-wide review likely to preclude free period and no P&D in initial scheme. What flexibility will exist on tariff levels for future P&D unclear at present.
Risk that any parking controls on Mollison Way will displace parking to surrounding streets	✓			Parking associated with the Parades already does overspill into surrounding streets which is a problem for local residents. Parking controls possibly permit parking in nearest residential streets might help but beyond the remit of scheme and limited budget. Displaced parking along Mollison Way may create more problems for buses necessitating more waiting restrictions. CCTV enforcement should address obstructive parking on main carriageway in Parades section.
Risk that reduced parking spaces will lead to obstruction of service roads for short term parking /loading	✓			Loading and very short term parking obstruction already occurs. Loading bays provided but may be too far from some businesses for convenience. Double yellow lines and no loading proposed which can theoretically be enforced by proposed CCTV
Risk of opposition to parking controls from residents		✓		Only double yellow line protection at specific point for access and visibility proposed at this stage. Reynolds Drive footway parking scheme as marked not sustainable. Can offer alternative under current regs but this itself has drawbacks.
Risk of opposition to traffic calming from buses, emergency services etc	✓			Some form of calming necessary to restrain traffic speeds. As much as practical will be by horizontal rather than vertical deflections. There will however need to be some road humps but they will be either sets of cushions or if tables with shallow ramps. Buses and emergency services habitually object to vertical deflections but should be able to show time improvements elsewhere.
Programme				
Development of design takes longer than expected due to unforeseen constraints		✓		Regular project officer meetings with clear mile stones set
Development of new design takes longer due to waiting for Harrow Engineering and utility companies		✓		Utility involvement minimised by keeping within same areas. Uncertainty on civils estimate has led to widening proposals elsewhere currently being dropped.

APPENDIX C

Mollison Way – Public Consultation results summary

Public consultation for the scheme ran from 16th May until 6th June 2011.

Approximately 1,300 consultation leaflets and questionnaires in total were delivered to households and businesses along Mollison Way including the side roads adjoining Mollison Way. Posters were placed on street and information leaflets distributed to shopkeepers to give wider publicity of the consultation and provide details about the scheme and invite comments about the proposals.

An exhibition was held at both the Bob Lawrence Library and the Harness Harrow Medical Centre, both located in Mollison Way, over a three week period during the consultation. Council officers were made available on two weekdays and one Saturday to answer questions and queries from the public about the scheme. These were well attended with over fifty visitors during the three days.

Details of the scheme were also available on the council's website and 23 residents have responded to the questionnaires on line.

The response rate was around 11% which is a fairly typical response rate for similar consultations undertaken in the area. This figure does not include the 48 businesses in Mollison Way who responded jointly in support of the scheme.

The results of the consultation can be broken down as follows:

Comments	Number of responses	%
Totally supportive *	62	47%
Supportive with some comments **	38	29%
Neutral or no comments ***	19	14%
Opposed with some comments ****	9	7%
Opposed *****	4	3%
Total	132	

The assessment of the consultation returns has grouped responses into five typical groups as shown in the table above. The most common and typical types of responses received for each group are as shown below:

* In support of proposal - *it's been a long time coming and these are exactly the issues that need to be addressed*

** Supportive with some comments - *New crossing points, and CCTV cameras will make the area safer*

*** Neutral or no comments - *The local area's history and association with De Havilland, Jim Mollison and Amy Johnson should be commemorated*

**** Opposed with some comments - *Non-resident parking in residential streets needs to be addressed, particularly as shoppers and workers may park in the side streets if fewer parking spaces are available outside the shops*

***** Opposed - *The scheme is a waste of money and the funds could be better spent on other things*

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TRAFFIC AND ROAD SAFETY ADVISORY PANEL MINUTES

23 JUNE 2011

Chairman:	* Councillor Nizam Ismail	
Councillors:	* Manji Kara (1) * Ajay Maru * Jerry Miles	* Mrs Vina Mithani * John Nickolay * Sachin Shah (3)
Advisers:	Mr A Blann Mr E Diamond	Mr L Gray Mr A Wood
In attendance: (Councillors)	Brian Gate Christopher Noyce	Minute 74 Minute 72

- * Denotes Member present
- (1), (3) Denote category of Reserve Members
- † Denotes apologies received

68. Mollison Way, Streets for People Scheme: Public Consultation

The Panel received a report of the Corporate Director Community and Environment relating to the consultation relating to Mollison Way, streets for people scheme initiated in partnership with Transport for London (TfL). Of the responses received, approximately 80% supported the proposals, which had been developed over 18 months working with the local community. He added that officers may apply for finance to extend the scope of the project at a later date with a view to making localised changes to the road to best accommodate parking and through traffic.

The 'CTC Right to Ride' Adviser to the Panel requested a copy of the Consultation documents, which traffic officers undertook to forward to him after the meeting.

Resolved to RECOMMEND: (to Cabinet)

That the Mollison Way, streets for people scheme as set out in the report of the Corporate Director Community and Environment, proceed to statutory consultation and implementation.

Reason for Decision: To implement the Mollison Way, streets for people scheme as identified in the Local Implementation Plan for the benefit of the local community.

(Note: The meeting, having commenced at 7.31 pm, closed at 10.15 pm).

(Signed) COUNCILLOR NIZAM ISMAIL
Chairman

REPORT FOR: CABINET

Date of Meeting:	July 2011
Subject:	Harrow Green Grid
Key Decision:	Yes [Effect on communities living or working in 2 or more wards]
Responsible Officer:	Andrew Trehern, Corporate Director Place Shaping
Portfolio Holder:	Councillor Keith Ferry, Portfolio Holder for Planning, Development and Enterprise
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1: Harrow Green Grid Appendix 2: Schedule of Green Grid Projects for 2011/2012

Section 1 – Summary and Recommendations

This report seeks approval for use of the Harrow Green Grid for the purpose of supporting the co-ordinated management of green infrastructure across the borough.

Recommendations:

Cabinet is requested to:

- (1) Approve the use of the Harrow Green Grid for the purpose of supporting

the co-ordinated management of green infrastructure across the borough.
(2) Note the proposed programme of works for 2011/2012 set out in Appendix 2

Reason: To enable the Council to realise the opportunities of a Borough wide green grid and to support its continued development to enable the more effective delivery of green infrastructure across the borough.

Section 2 – Report

Introduction

At its meeting in January 2011, Cabinet approved consultation on a draft Harrow “Green Grid” for the borough, comprising a spatial map of green infrastructure assets alongside an outline programme of area and topic specific projects aimed at better exploiting the value of these assets to residents and business across the borough.

The subsequent consultation exercise involved targeted engagement with key stakeholders, including statutory agencies, active groups and individuals from the voluntary sector and Council departments. Alongside this targeted engagement, consultation using the Planning Department’s “Limehouse” consultation software was carried out.

In all 568 letters were sent out and 105 individuals and groups were engaged. Included were the following:

- 21 representatives from local organisations e.g. Greener Harrow, Harrow Heritage Trust, Harrow in Leaf, Kenton Adventure Park Action Group and Harrow Weald Common Conservators;
- 35 representatives across other local authorities including: Brent, Barnet, Ealing and Hillingdon, Design for London, GLA and local authorities in Hertfordshire;
- 10 representatives of ‘other’ groups e.g. London Wildlife Trust, Herts & Middlesex Wildlife Trust Green Arc, Sustrans and Walk London;
- 8 representatives from statutory Agencies i.e. Environment Agency, Natural England, English Heritage and the Forestry Commission

Consultation responses

The number of formal responses to this exercise was limited (just 39 responses).

Of these five can be identified as originating from Statutory Authorities, three from local organisations. There is no commitment for those commenting via Limehouse to identify themselves but most of the 24 responses gained this way are believed to be from local individuals or groups.

Most comments were informative and positive, suggesting support for projects such as The Belmont Trail and its potential to link the north and the south of the Borough as a walking and cycling route or were suggesting other 'green' links or generally supported street tree planting. There were several concerns over financial resources, the maintenance of the Green Belt and attracting the urban fox.

These responses, whilst suggesting that the concept of a Green Grid was not as widely understood as it could be, welcomed the more strategic approach to managing green infrastructure (GI) assets across the borough, with several groups strongly supporting the implementation of the strategy as a useful tool for bringing together a range of ideas for GI in the context of the current planning framework. The responses also suggested that the Green Grid 'should be adopted.'

2011 Green Grid

The feedback from the consultation exercise has encouraged officers to press on with the development of a programme of works for this financial year to be determined by officers from across the Council and with external agencies. The programme is nevertheless closely based upon the draft consultation version of the green grid.

The spatial plan (Appendix 1), detailing the green grid will be a live document which it is expected, will evolve and develop as awareness, new development and new opportunities are identified and emerge over time. It is also expected that the outline schedule of "opportunities/projects" identified will also evolve as the borough and its residents and business develop and change over time. Officers would however expect this to result in the ongoing refinement of the existing spatial plan, as opposed to wholesale changes.

Relationship with other strategies

The celebration and promotion of Harrow's Green Infrastructure is an important part of the long term spatial vision for the borough set out in the emerging core strategy. Following the completion of the sports and open spaces audit (required in association with the LDF process), the Community and Environment Department, is currently preparing a sport and opens spaces strategy. The Harrow Green Grid is intended to dovetail with both these statutory and non statutory strategies. Officers in Community and

Environment and Place Shaping are currently sharing responsibility for the delivery of the Green Grid, in line with emergent and existing corporate priorities and programmes.

The proposed development of a Community Infrastructure Levy (CIL), to support the delivery of strategic infrastructure across the borough as part of its future growth, is expected to include provisions for contributions to the Green Grid, replacing S106 agreements as the primary tool for the collection of such contributions. In the meantime, the Green Grid (and emergent programmes), will be used to support the collection, in appropriate cases, of S106 contributions and the delivery of complementary on site green infrastructure.

2011 Green Grid Projects

A schedule of the proposed projects for 2011, which were considered through the consultation process is attached (Appendix 2). Funding and delivery of the projects has been identified from S106 contributions, the Capital programme and in specific cases, private sector partners. Some Projects, subject as the review of rights of way are funded by within existing revenue budgets, whilst others are covered by specific Capital allocations. Officers from the Place Shaping and Community and Environment Directorates have been identified as project leads. The Council's recently configured project management system (Verto) will be used to track delivery of the project outcomes over the remainder of the year.

As a result of the positive feedback received, and reflecting the broad objective within the green grid to ensure more structured planning and investment in green space across the Council and other agencies, officers have prepared a programme of 12 projects for 2011. The projects focus on the strategic opportunities outlined in the consultation draft of the green grid and are summarised in the appended schedule.

The projects encompass a range of activities which seek to combine the activities across the Council, to exploit where possible, opportunities for private sector participation and to engage with the community and voluntary sector to secure cost effective and locally supported improvements to spaces and corridors across the borough. This includes expanding existing working arrangements with British Trust for Conservation Volunteers (BTCV) and to act as a stimulus to local schools and youth organisations where appropriate.

Staffing/workforce

The Green Grid has been developed in the Place Shaping Directorate with the support of the LDA/Design for London. The specific projects have been incorporated into the existing work programme of staff in Community and Environment (Public Realm) and Place Shaping. It is expected that delivery of the projects will make use of capacity within existing partners (such as BTCV) who will be part of the delivery arrangements – building upon existing engagement on S106 projects - alongside resources from Government programmes (such as Community Payback). It is also proposed to use the Green Grid to try and stimulate participation by school and community

organisations who manage opens spaces across the borough with a view to developing this role more fully in the next years programme.

Community safety

The more effective management and promotion of green infrastructure, and its wider use, is considered to have potentially positive impacts upon community safety. Some of the specific projects detailed will have direct benefits, in terms of improving perceived and actual safety in some of the green spaces/corridors and are aimed specifically at tackling issues associated with improving safety for users of spaces.

Financial Implications

The funding for the programme has been approved by the capital forum and each capital project within the Green Grid has an allocated cost and funding source (Appendix 2). The Capital programme allocates £200K to the projects in the appended schedule, with some £28K of complementary funding from S106. The funding required to deliver the 2011/12 projects will be managed through the Council's new programme management procedures (incorporating the Verto software package).

Future growth in the borough identified within the core strategy has the potential to further increase resources applied to green grid projects directly, through CIL, and indirectly through new, complementary on site green infrastructure. Separate but related funding streams including the proposed bid to the Heritage Lottery Fund, for Headstone Manor, The Mayors Outer London Fund and other capital investment streams, could further increase the scale of investment in the green grid over the medium term.

Performance Issues

The more effective management of investment into green infrastructure is consistent with the overarching objectives of the better deal for residents programme. There are no current performance indicators directly associated with the Harrow Green Grid but suitable measurements of the outcomes that a Green Grid will enable will be developed.

Environmental Impact

There is no specific requirement for the preparation of a Green Grid under environmental legislation. The acknowledgement of and strengthening of existing and potential networks encompassing natural habitats is nevertheless promoted by and consistent with Planning Policy Statement 9. More effective management of the improvement and use of green infrastructure to support mode shift, healthy lifestyles and the improved use of green infrastructure to manage the effects of climate change should support the Council's commitment set out in the Nottingham Declaration and enable better use of the environmental resources available to the community.

The Green Grid is not an explicit proposal covered by the Environmental Assessment regulations. The project is consistent with and captures the Council's obligations for management of biodiversity in accordance with NI 197 where 10 management plans for Local Wildlife Sites (LWS), which are important hubs within Harrow's Green Grid, have already been prepared in order to achieve positive conservation management (and improve public access).

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No – each project will have associated risk register embedded within the Project management documentation held by the PM system.

The principal risks associated with the project arise from the willingness of partners within and outside of the Council to embrace the concept of a green grid for the borough. Harrow's green grid plays a supporting role as part of the evidence base underpinning the Core Strategy. Failure to deliver the project, at the present time, poses limited financial risk to the authority.

Equalities implications

Was an Equality Impact Assessment carried out? No

The creation of a Borough Wide Green Grid is not considered to have any material equalities implications in its own right. Existing programmes being undertaken in the spaces identified within the draft green grid may be affected (either positively or negatively) by proposed projects or changes arising from a re-appraisal of the contribution and role of that specific programme or activity. This impact will however need to be assessed on a case-by-case basis. The objective behind a borough-wide green grid, in promoting access to and enjoyment of the borough's spaces is consistent with reducing inequality of access between different groups in the borough.

Corporate Priorities

The development of a borough-wide green grid supports two of the four associated Council priorities; "Keeping neighborhoods clean, green and safe" and "Ensuring united and involved communities: a Council that listens and leads"

Section 3 - Statutory Officer Clearance

Name: Julie Alderson	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 21 June 2011		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 20 June 2011		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Partnership, Development and Performance
Date: 12 July 2011		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Environmental Services)
Date: 20 June 2011		

Section 6 - Contact Details and Background Papers

Contact: Stephen Kelly Divisional Director of Planning 020 8736 6149

Background Papers:

Cabinet report January 2011

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

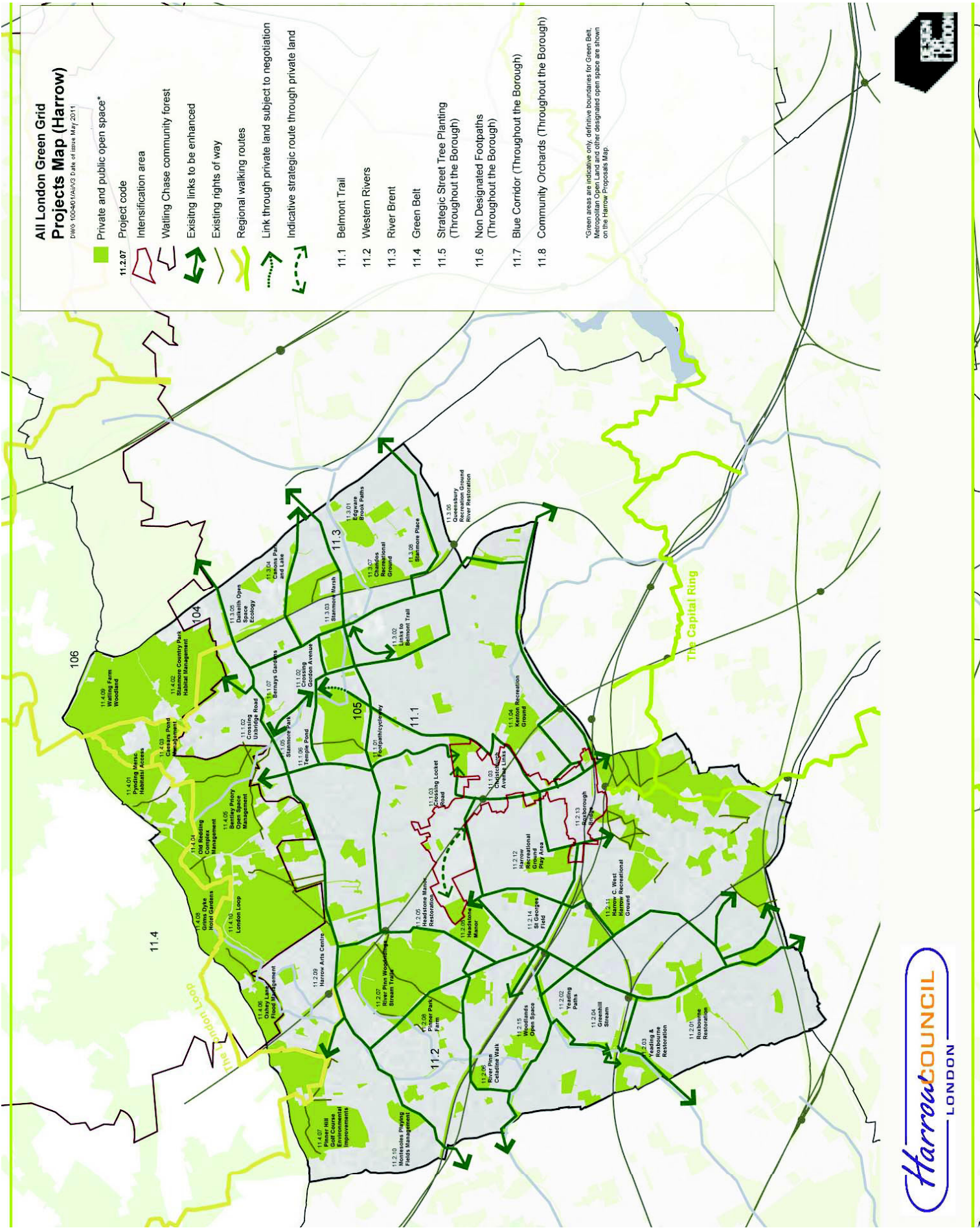
All London Green Grid Projects Map (Harrow)

DWG: 000401AAV3 Date of Issue: May 2011

- Private and public open space*
- 11.2.07 Project code
- Intensification area
- Watling Chase community forest
- Existing links to be enhanced
- Existing rights of way
- Regional walking routes
- Link through private land subject to negotiation
- Indicative strategic route through private land

- 11.1 Belmont Trail
- 11.2 Western Rivers
- 11.3 River Brent
- 11.4 Green Belt
- 11.5 Strategic Street Tree Planting (Throughout the Borough)
- 11.6 Non Designated Footpaths (Throughout the Borough)
- 11.7 Blue Corridor (Throughout the Borough)
- 11.8 Community Orchards (Throughout the Borough)

*Green areas are indicative only, definitive boundaries for Green Belt, Metropolitan Open Land and other designated open space are shown on the Harrow Proposals Map.



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Green Grid Projects for 2011/2012

Phase 1 Projects	Capital Budget
Rights of Way	
<ul style="list-style-type: none"> map urban footpaths onto the GIS system in preparation for the LIP work as there have been requests to include urban footpaths on the definitive map. 	Nil
Green Grid	
<ul style="list-style-type: none"> Publicity and Promotion 	£3k
Belmont Trail - Bentley Priory to Harrow on the Hill (Phase 1)	
<ul style="list-style-type: none"> street signage and waymarking improvements to entrances vegetation clearance and establishment of footpath route native tree and shrub planting native grass and wildflower seeding new fencing removal of old signage rubbish clearance interpretation street planting 	<p>£85k</p> <p>£7k (S106)</p>
Bernays Gardens (Phase 1)	
<ul style="list-style-type: none"> create new gated entrance in listed wall mitigation works repair of listed wall create footpath link reinstate shrub bed street signage 	£9,000
Celandine Route - Hillingdon Boundary - Cranbourne Drive - Pinner Memorial Park	
<ul style="list-style-type: none"> vegetation management native tree and shrub planting footpath improvements street signage and waymarking street tree planting 	£50k
Roxbourne Rough	
<ul style="list-style-type: none"> path works pond creation rebuilding steps 	£21.5K (S106)
Canons Park	
<ul style="list-style-type: none"> management for biodiversity of woods 	£10k
Newton Farm Ecology Park	
<ul style="list-style-type: none"> install new fencing and entrance works 	£5K
Headstone Manor Woodland	
<ul style="list-style-type: none"> develop area as a limited access nature area maintenance of ancient woodland 	£1K
Stanmore Marsh	

- planting of native trees, shrubs and bulbs
- signage - waymarking
- extension of existing pond
- prepare an environmental management plan including hydrological study for the northern and southern section with the aim of applying for significant funding in 2012/13 from external agencies (such as Environment Agency, Water Companies) to carry out the works. £20k

Queensbury Recreation Ground

- Stage 1 :
- feasibility/hydrological study (with the aim of removing the fencing and including the river in the park as a feature, incorporating flood risk management and biodiversity) £10k
- aim to apply for significant funding in 2012/13 from external agencies (such as Environment Agency, Water Companies) to carry out the works.

Kenton Recreation Ground

- Stage 1:
- a feasibility/hydrological study (with the aim of including the river in the park as a feature, incorporating flood risk management and biodiversity) £10K
- with the aim of applying for significant funding in 2012/13 from external agencies (such as Environment Agency, water companies) to carry out the works.

REPORT FOR: **CABINET**

Date of Meeting:	21 July 2011
Subject:	Second Phase Property Disposal Programme 2011/12
Key Decision:	Yes [Over £500k]
Responsible Officer:	Andrew Trehern, Corporate Director Place Shaping
Portfolio Holder:	Councillor Thaya Idaikkadar, Portfolio Holder for Property and Major Contracts
Exempt:	No except for Appendix 1 which is exempt from publication under paragraph 3 of part 1 of Schedule 12A to the local government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any person (including the authority holding that information)
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 Exempt information Appendix 2 Location Plans

Section 1 – Summary and Recommendations

This report sets out proposals for the disposal of properties as detailed

Recommendations:

- 1) Declare surplus the land and properties detailed in the report and in Appendix 1
- 2) Note the financial implications and projected sale prices detailed in Appendix 1

3) Authorise the Corporate Director Place Shaping in consultation with the Portfolio Holder for Property and Major contracts to take all action necessary to dispose of the Council's interest in the land and properties detailed for the best consideration that can reasonably be obtained.

Reason: (For recommendation)

The disposals will generate significant capital receipts for the Council, provide revenue savings and reduce back log maintenance, thereby fulfilling the objectives of the Place Shaping and Property Transformation Work Stream.

Section 2 – Report

The land and properties detailed in this report and in Appendix 1 and shown for illustrative purposes only on the location plans at Appendix 1 and Appendix 2 form part of the Place Shaping and Property Transformation Work stream-Better Deal for Residents Programme: Shaping Harrow for the Future.

This overarching Property Review, has identified these land and properties as surplus and available to deliver capital receipts.

The proposed disposals will generate significant capital receipts, reduce back log maintenance and produce revenue savings.

Honey Pot Lane Clinic

The property is a 1930's constructed three storey detached building let to Harrow PCT and operated as a Health Centre. It is let on a lease for a term of 25 years from 29th November 1993 subject to 5 yearly RPI rent reviews at a passing rent of £7,627per annum exclusive with effect from 29th November 2008. Local GP partners have expressed interest in providing an upgraded facility to meet increasing local demand, which in part derives from the new Berkley Home Development.

There is some uncertainty regarding the future strategic management of local health services as a result of a developing government policies. It is therefore considered that resolution of the property ownership issue would be helpful to the development of modern locality base health services.

Options Considered

Option 1 Retain the building -There is no prospect of getting vacant possession until 2018 at the earliest however there is no identified

alternative council use for this property and it is not therefore considered suitable for retention until 2018 for an alternative use.

Option 2 Sell the Council's Freehold interest-this would realise a capital receipt and enable a GP consortium to develop an upgraded medical centre for the local community. A restriction to be placed on the freehold title limiting the principal use of the site to the provision of primary medical care and a sale to be subject to the council's consent to the refurbishment/ redevelopment scheme.

Recommendation

Option 2 is recommended as it will generate a capital receipt and revenue savings and contribute to the MTFs whilst enabling the provision of an enhanced GP led medical centre safe guarding the principal future use of the site to the provision of primary medical care.

Belmont Health Centre

The property is a 1970's constructed two storey detached building let to Harrow PCT and operated as a Health Centre and GP practice. A ground lease was granted by the Council to what is now the PCT for a term of 99 years from 25th December 1977 at a peppercorn to build the Health Centre. Additionally an 80 Year Licence was granted from 25th December 1977 for use of part of the adjacent public car park at a current passing licence fee of £6,500 per annum with effect from 25th December 2002. Interest has been expressed by local GP partners in the possibility of creating an enhanced Medical facility to serve the community.

There is some uncertainty regarding the future strategic management of local health services as a result of a developing government policies. It is therefore considered that resolution of the property ownership issue would be helpful to the development of modern locality base health services.

Option 1 Retain the building - There is no prospect of getting vacant possession of either the building or that part of the car park on Licence until expiry of the Agreements a minimum of 65 and 46yrs respectively at the earliest. There is no identified alternative council use for this property either currently or forecast in the future and it is not therefore considered suitable for retention.

Option 2 Sell the Council's Freehold interest- Which will generate a capital receipt as well as enabling the provision of a GP led enhanced medical centre for the community. A restriction to be placed on the freehold title limiting the principal future use to the provision of primary medical care.

Recommendation

Option 2 is recommended as it will generate a capital receipt and revenue savings and contribute to the MTFs as well as facilitating the provision of an enhanced Medical Centre. The principal future use to be safe guarded

for the provision of primary medical care by placing a restriction on the freehold title.

Enterprise House

This building, at 297 Pinner Road used to be the West Harrow Library building. After this it was occupied by Harrow in Business (HIB). The Council has provided for office accommodation for HIB as part of the business development facility (incubator and move on space) at Berkeley Homes Honeypot Lane site as part of Section 106 agreement. Berkeley Homes will shortly give formal notice to the Council as to when the new HIB office will be available. At this point, and not before, the Council will give a minimum of 12 weeks notice to HIB to vacate Enterprise House and move to the new facility. Thereby providing them with adequate time. The HIB Board have been aware of this arrangements for many years and the Chairman for HIB has had detailed discussions directly with Berkeley Homes over a considerable period of time.

Enterprise House occupies a broadly rectangular site fronting Pinner Road. Adjacent to the property to the west is 301 Pinner Road, a Housing Revenue Account (HRA) property comprising 12 flats, two of these flats have been sold under the Right to Buy process. This property is "L" shaped wrapping around the west and southern boundaries of Enterprise House with the building located in the upright of the "L". To the rear of this property is 307 Pinner Road which is accessed along a roadway to the west of 301 Pinner Road and is occupied by Hearn's Depot, a coach company.

Hearn's have expressed an interest in purchasing Enterprise House, but only on the basis that they could also acquire the HRA land in between which would enable them to link their property with Enterprise House. This land is laid with grass. Their rationale behind this is that they could operate their entire business more efficiently from one site rather than the three sites they currently use.

In 2008 a consultation was held with the 10 tenants and 2 leaseholders at 301 Pinner Road regarding the potential sale of the land between Enterprise House and the Hearn Depot. At this time no objections were raised by the occupants of 301 Pinner Road regarding the potential sale of this area of open land.

Should Hearn's continue to be interested in Enterprise House on the basis that they can acquire the HRA land a further consultation exercise will have to be undertaken with the residents regarding the proposed sale. The Council is of the view that the opportunity to conclude a sale with Hearn's may provide the best consideration for the land as the company is a special purchaser since it occupies adjoining land. Furthermore the sale will support a Harrow business allowing it to operate more efficiently.

Should a sale to Hearn's not be achievable or at a figure representing a premium to market value authority is also sought to dispose of the property on the open market.

Concern over workforce parking has been raised and will be considered as part of the actions to manage the disposal.

Option 1- Retain the building. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment.

Option 2 – Sell the Council’s freehold interest- This would realise a capital receipt and revenue savings as well as reducing back log maintenance.

Recommendation

Option 2 is recommended as the property is surplus to the Council’s requirements and will generate a capital receipt and revenue savings and contribute to the MTFS.

Financial Implications

The sale of land and properties will generate a significant capital receipt to the council within the 11/12 financial year, producing revenue savings in subsequent financial years and a reduction in back log maintenance liability. The schedule in Appendix 1 details the estimated projected receipts.

The Council anticipates generating a capital receipt of £13.580m from phase 1 and 2 disposals listed in Appendix 1 this year against a full year planning assumption of £11.788m

Legal Implications

The Council has the general power under section 123 (1) of the Local Government Act 1972 to dispose of land and property in any manner they wish. The Secretary of State’s consent is not required provided the disposal is for the best consideration that can reasonably be obtained.

Performance Issues

The proposed disposals contribute to meeting the capital receipt target for MTFS.

These proposals do not impact directly on any individual performance indicators.

The disposals are identified as part of the overarching property review a project within the Place Shaping and Property transformation work stream Better Deal for Residents Programme ; Shaping Harrow for the Future

The disposals programme will contribute to the Council meeting all its corporate priorities

- Keeping neighbourhoods clean, green and safe

- United and involved communities: A Council that listens and leads
- Supporting and protecting people who are most in need
- Supporting our Town centre, our local shopping centres and businesses

Environmental Impact

A number of the properties are currently vacant or will become so. The disposals will result in these properties being brought back into beneficial use or redeveloped. This will remove or prevent potential sources of anti social behaviour. The proposals do not conflict with relevant Environmental Legislation and no Environmental Impact assessments are considered necessary

The developments resulting from the sale of some of these properties offer the opportunity to build to modern standards with good insulation, renewable energy technologies, and efficient heating, heating controls and lighting. This would result in lower carbon emissions and reduced running costs.

Similarly the developments would seek to install water efficient equipment wherever possible to minimise demand for potable water. This would reduce running costs and help minimise demand for water in an area of the country that is classified as water-stressed by the Environment Agency.

Risk Management Implications

It is a risk that the disposals do not occur within the proposed budgetary time scales

The anticipated capital receipts may not be achievable if there is further economic down turn or a delay in the Governments new legislation in respect of the NHS

Significant work has already been carried out on this disposal project to minimise the risk of delay as far as possible if approval is granted by Cabinet to proceed

Risk included on Directorate risk register? No

Separate risk register in place? Yes

Risks are monitored under the monthly Property Review Project

Equalities implications

The proposals are consistent with Corporate Estate's existing Disposal of Property Policy which has been subject to an Equalities Impact Assessment and which identified the policy to have no adverse equality impact issues. It is not envisaged that the disposals of the Council's freehold interests in Honey Pot Lane Clinic and Belmont Health Centre will have any detrimental impact on groups and individuals using the services offered from those properties as the disposals would be made to GP Consortia for them to facilitate future healthcare provision. Development of those services in the future would be a matter for the GP Consortia. The services are currently commissioned by the PCT.

Section 3 - Statutory Officer Clearance

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 08/07/2011		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 07/07/2011		

Section 4 – Performance Officer Clearance

Name: Martin Randall

On behalf of Divisional
Director
Partnership,
Development and
Performance

Date: 17/06/2011

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards

on behalf of the
Divisional Director
(Environmental
Services)

Date: 13/06/2011

Section 6 - Contact Details and Background Papers

Contact: Philip Loveland-Cooper, Head of Corporate Estate, Place Shaping Directorate

Philip.Loveland-Cooper@Harrow.gov.uk

Tel:020 8424 1877

Background Papers: None

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-In applies]

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Telephone: 020 8424 1251

TITLE
1 Sudbury Hill
Harrow
HA1 3SB

Drawn
MV

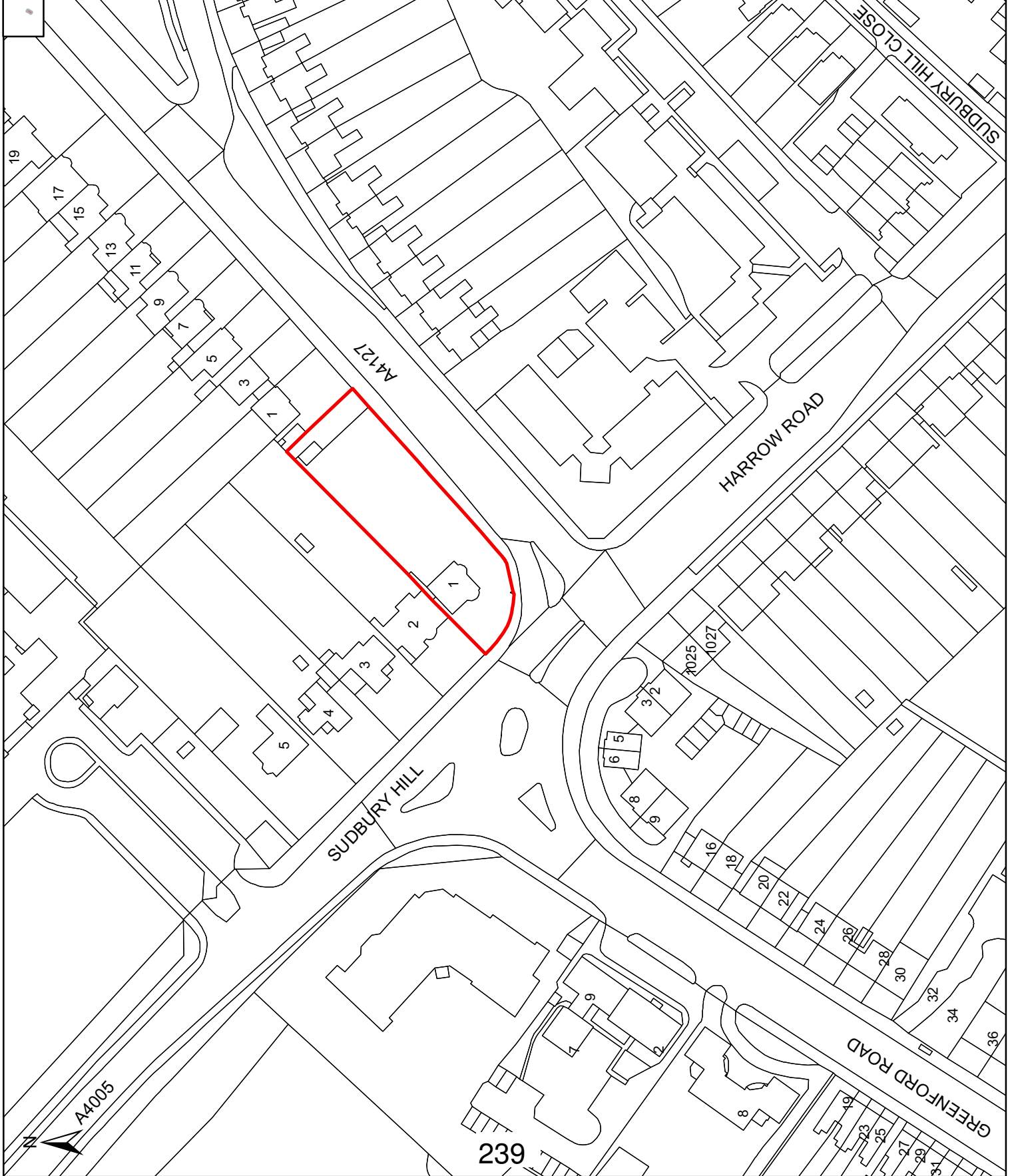
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Belmont Health Centre
516 Kenton Lane
Kenton
Middx
HA3 7LT

Drawn
MV

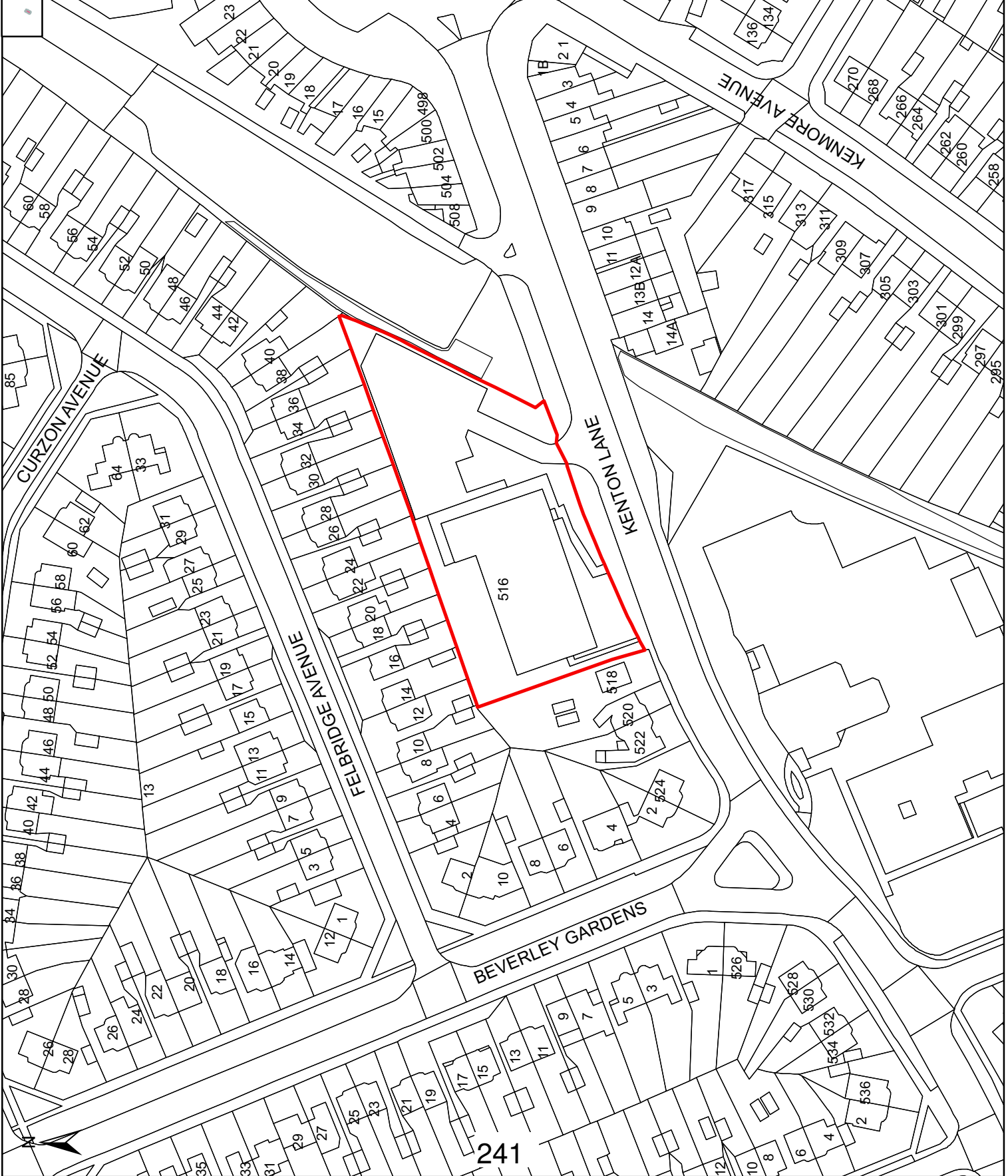
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 Telephone: 020 8424 1251

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 839 Honeypot Lane
 Edgware
 Middx
 HA7 1AR

Drawn
 MV

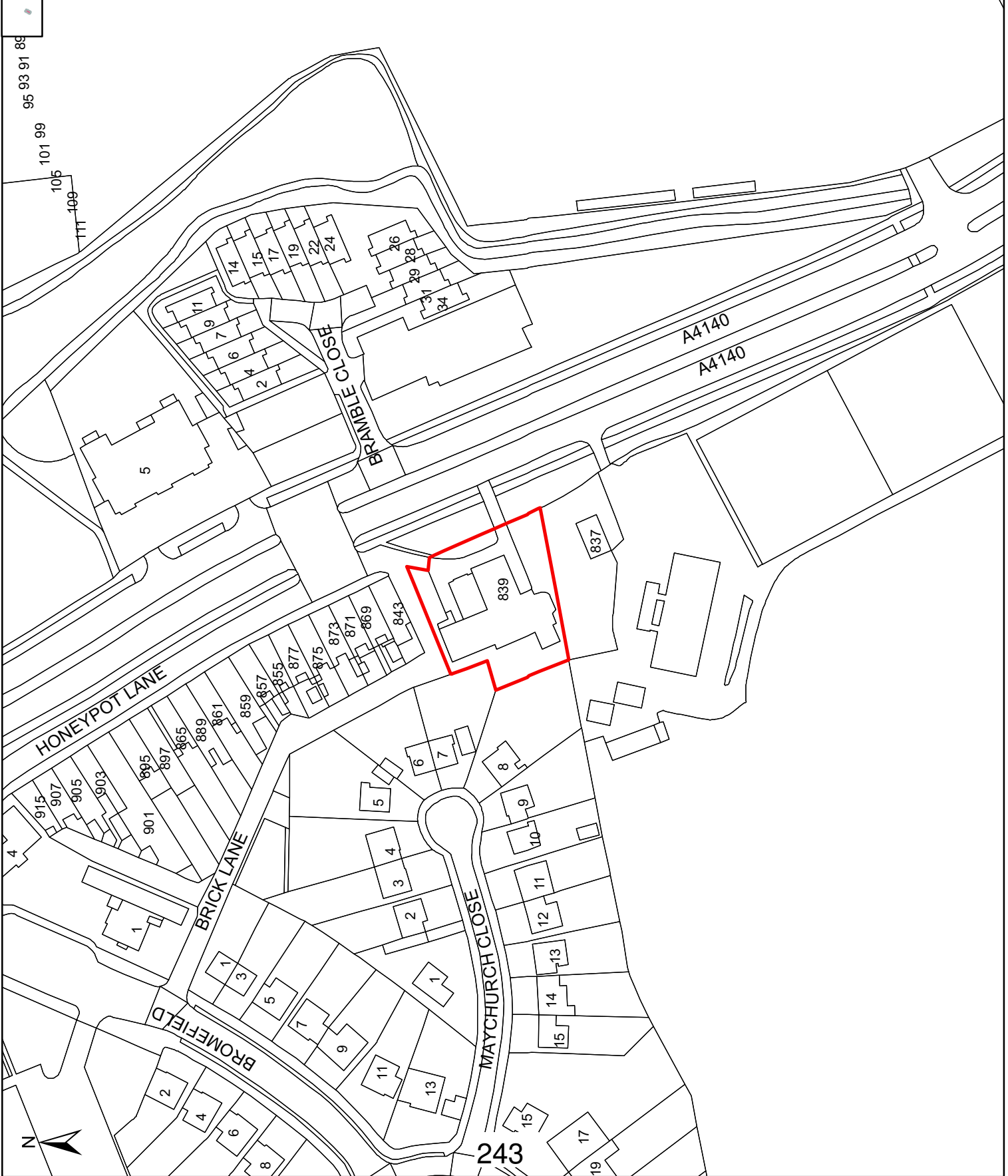
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HARROW

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 G.M.Easton B.Sc A.R.I.C.S.
 Head of Property & Development

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