

# Overview and Scrutiny Committee

## AGENDA

**DATE:** Tuesday 26 February 2013

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 1&2  
Harrow Civic Centre

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**MEMBERSHIP** (Quorum 4)

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**Chairman:** Councillor Jerry Miles

**Councillors:**

Sue Anderson  
Ann Gate  
Krishna James  
Zarina Khalid

Kam Chana  
Barry Macleod-Cullinane  
Paul Osborn (VC)  
Stephen Wright

**Representatives of Voluntary Aided Sector:** Mrs J Rammelt/Reverend P Reece

**Representatives of Parent Governors:** Mrs A Khan/1 Vacancy

**Representative of Harrow Youth Parliament**

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

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**Reserve Members:**

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1. Nana Asante
2. Ben Wealthy
3. Victoria Silver
4. Sasi Suresh
5. Krishna Suresh

1. Chris Mote
2. Tony Ferrari
3. Christine Bednell
4. Susan Hall

**Contact:** Alison Atherton, Senior Professional - Democratic Services  
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# **AGENDA - PART I**

## **1. ATTENDANCE BY RESERVE MEMBERS**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

## **2. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

## **3. MINUTES (Pages 1 - 16)**

That the minutes of the meeting held on 18 December 2012 and of the special meeting held on 16 January 2013 be taken as read and signed as a correct record.

## **4. PUBLIC QUESTIONS**

To receive questions (if any) from local residents/organisations under the provisions of Committee Procedure Rule 17 (Part 4B of the Constitution).

## **5. PETITIONS**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

## **6. REFERENCES FROM COUNCIL/CABINET**

- (a) Response to Scrutiny Review of Housing Revenue Account Self Financing: (Pages 17 - 30)

Reference from Cabinet meeting held on 22 January 2013

## **7. INTRODUCTION BY THE CORPORATE DIRECTOR OF ENVIRONMENT AND ENTERPRISE**

Oral report of the Corporate Director of Environment and Enterprise

**8. PARKING POLICY** (Pages 31 - 64)

Report of the Corporate Director of Environment and Enterprise

**9. CLIMATE CHANGE ACTION PLAN AND DELIVERING WARMER HOMES REPORT** (Pages 65 - 70)

Report of the Corporate Director of Environment and Enterprise

- (a) Lead Members Report on Climate Change Action Plan and Delivering Warmer Homes: (To Follow)

Report of the Divisional Director of Strategic Commissioning

**10. CORPORATE PLAN** (Pages 71 - 104)

Report of the Divisional Director of Strategic Commissioning

**11. MONITORING COUNCIL TAX COLLECTION RATE** (To Follow)

Report of the Corporate Director of Resources

**12. REPORT OF THE PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE CHAIR** (Pages 105 - 128)

Report of the Divisional Director of Strategic Commissioning

**13. SCRUTINY LEAD MEMBER REPORT** (Pages 129 - 142)

Report of the Divisional Director of Strategic Commissioning

**14. ANY OTHER BUSINESS**

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

**AGENDA - PART II**

**Nil**

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# OVERVIEW AND SCRUTINY COMMITTEE MINUTES

## 18 DECEMBER 2012

**Chairman:** \* Councillor Jerry Miles

**Councillors:**

* Sue Anderson	* Zarina Khalid
* Tony Ferrari (2)	† Barry Macleod-Cullinane
* Ann Gate	* Paul Osborn
† Krishna James	Stephen Wright

**Voting Co-opted:**

(Voluntary Aided)	(Parent Governors)
Mrs J Rammelt	Mrs A Khan
Reverend P Reece	

**Non-voting Co-opted:** Harrow Youth Parliament Representative

\* Denotes Member present  
(2) Denotes category of Reserve Member  
† Denotes apologies received

### 337. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Councillor Kam Chana

Reserve Member

Councillor Tony Ferrari

### **338. Declarations of Interest**

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

Agenda Item 8 – Draft Climate Action Plan and Draft Delivering Warmer Homes (HECA) Report

Councillor Sue Anderson declared a disclosable pecuniary interest in that she was employed by the Primary Care Trust. She would remain in the room whilst the matter was considered and voted upon unless the discussion related to her interest at which point she would then leave.

### **339. Minutes**

With reference to the Post Ofsted Improvement Plan, a Member reminded the Committee that the Chief Executive had given an undertaking to provide details on any Equality Impact Assessments that had been carried out on the social worker posts as part of the work on terms and conditions. An officer advised that a response had been included in the Committee's action sheet but that she would seek clarification on this.

**RESOLVED:** That the minutes of the meeting held on 14 November 2012, be taken as read and signed as a correct record.

### **340. Public Questions**

**RESOLVED:** To note that no public questions were received at the meeting under the provisions of Committee Procedure Rule 17.

### **341. Petitions**

**RESOLVED:** To note that no petitions were received at the meeting under the provisions of Committee Procedure Rule 15.

### **342. References from Council/Cabinet**

None received.

## **RESOLVED ITEMS**

### **343. Changes in Public Realm Services**

Members received a report of the Corporate Director of Environment and Enterprise which set out a general overview of the Public Realm Services and the changes planned for the service area.

The Divisional Director of Environment outlined the content of the report and explained that the Public Realm Service was currently part of a wider transformation project taking place in his division – the PRISM project. He reported on the new technology in the refuse service, the proposal to reduce the number of refuse vehicles, the ability to provide information more directly to residents, and changes to the street cleansing and grounds maintenance

services. He stated that the changes made had meant that there was a greater ability to focus on those issues that residents reported.

A Member stated that the report did not address the issues that he wished to consider in that over the years there had been a number of cuts and had wanted to see where the Council was in terms of service standards. He wanted to get a sense of what was going on on the ground, for example, in relation to trees. Residents were complaining about trees in terms of pruning and officers were reporting that they could not carry out works unless it was an emergency due to budget cuts. He also requested clarification on the meaning of paragraph 4 on page 12 of the report.

The Divisional Director responded that the department's restricted capacity was acknowledged and that there were some activities that could no longer be performed due to savings. The front line services had, however, been maintained. The proposal was to separate some functions and staff in order to particularly focus on commissioning.

The Member expressed the view that the removal of some of the Access Harrow contact channels would make the current situation worse and residents would instead contact Councillors with their public realm issues/complaints. He questioned how it was envisaged that Members resolve issues raised as they too would have reduced contact channels. The Divisional Director responded that it was important to recognise that many residents now contacted the Council by emailing or texting photographs of problems in the public realm such as graffiti and fly tipping.

A Member stated that in the budget papers there was a line stating that there would be £600,000 savings from a reduction in the public realm service and requested clarification on the implications of this line. The Divisional Director stated that whilst this was not included in the papers before Members, work was being done on efficiency savings. He reported that calls about graffiti and fly tipping were being responded to more quickly but that there would, amongst other things, be a reduction in the level of street cleansing and grass cutting. Decisions on these aspects would be included in the final budget and whilst officers would not choose to make these cuts the Council had to make significant savings. In response to the Member's request for further detail on the number of roads and parks that would not be maintained to the existing level, the Divisional Director stated that work was currently underway but related mainly to the number of posts that would be lost and the reduction in vehicle numbers. The savings would have to be delivered quickly due to the Council's financial position.

A Member questioned whether the work with the Communications team involved looking in to the psychology of behaviour. The Divisional Director advised that the Communications team had some interesting ideas and that education was key. Enforcement activity was undertaken and the Council would not hesitate in prosecuting fly tippers. With their existing powers, the police were able to fine for littering/flytipping and there were ongoing discussions with them in terms of which pieces of legislation the Council would like to use. A report was being prepared for the Portfolio Holder on this issue.

In response to a Member's question on street criteria, the Divisional Director stated that, in his view, some sites may have been assessed incorrectly. Harrow's figures were not that bad it was just that other authorities had improved. Some of these figures may be a little optimistic. He acknowledged the Member's comment that the figures would get worse as the number of street cleanses was reduced.

A Member requested an update on the Drain London project. The Divisional Director undertook to provide the Member with a written update.

In response to a Member's question about engagement with schools in relation to litter, the Divisional Director advised that there was engagement with schools on various projects and also if a particular issue was raised via Access Harrow. The Member expressed the view that she was in agreement with the suggestion that PSOs be able to issue fines for litter offences.

Members questioned the commissioning approach and the view was expressed that there was still a considerable way to go before there was meaningful commissioning. Concern was expressed that officers appeared to be unable to advise Members of the outcomes that were sought or could be afforded as a result of commissioning. The Committee would need to monitor the impact. The new Corporate Director of Environment and Enterprise was to be invited to attend the meeting of the Committee in February 2013 and a Member requested that she be asked to set out her vision for the service and the impacts on street cleansing and parks maintenance.

The Chair thanked the Divisional Director for his attendance and responses.

**RESOLVED:** That the changes impacting on Public Realm Services be noted.

#### **344. Draft Climate Change Action Plan and draft Delivering Warmer Homes (HECA) report**

Members received a report of the Corporate Director of Environment and Enterprise which set out the draft Climate Change Action Plan (Appendix D) and the draft Delivering Warmer Homes (HECA) report (Appendix I), which were reported to Cabinet on 22 November 2012. These draft strategies/plans were currently subject to public consultation and Overview and Scrutiny Committee were invited to consider and comment on the drafts. The Chair drew Members' attention to the fact that they were being invited to comment only on the two draft documents (Appendices D and I).

The officer reported that the report to Cabinet in November had provided details of progress of the existing Climate Change Strategy. Whilst there had been good progress in reducing carbon emissions, the officer gave a word of caution in that the previous winter had been particularly mild. In terms of Delivering Warmer Homes, the Council was required to submit a response to the consultation by 31 March 2013.

In considering the report, Members made comments and asked questions which included the following:



- Concern was expressed at the apparent inconsistencies between this and the previous report on the agenda (Changes in Public Realm Services), citing numerous examples, and the lack of joining up of information across the Council. The officer advised that Appendix A was the previous Action Plan which had included everything officers had thought might be required. Appendix D took a more 'broad brush' approach as it was now recognised that the previous Action Plan was too detailed. A consequence of this was that reports had had to summarise a large amount of the information received from a number of departments.
- A Member, referring to page 96 of the report, stated that the population figure was not included in the waste section of Appendix D but that somehow the waste per head and recycling figures were included without this figure. He questioned why, on page 14 of the previous report the figures differed. The officer reassured Members that Appendix D would be completed prior to its further consideration by Cabinet in March 2013 and that these figures would be checked. The figures relating to number of households and population were provided by the Environment Agency.
- There appeared to be no mention of the two main strands in relation to the Council's carbon footprint within Appendix D. In addition, carbon emissions did not appear to have been considered during the commissioning process and there was no activity that monitored the carbon impact of capital spend or commissioning. The officer drew Members' attention to the section in the Appendix which recorded the Council's carbon footprint and stated that the carbon impact of capital spending was taken into account as part of the capital bidding process but accepted that more weight could be given to this. Another Member stated that there should be a way of ensuring that the embedded carbon effect of capital spend was monitored and recorded. The officer replied that, at present, embedded carbon was not measured and that this would be a significantly more complicated exercise. Current government regulations did not require embedded carbon to be measured.
- In response to a Member's question in relation to paragraph 2.2.2 and the bid submission for Warmer Homes, Healthy People, the officer advised that £82,000 funding had been received and that the aim was to launch the scheme in January 2013. Officers were in contact with Age UK and the Citizens Advice Bureau with a view to allocating funding. He added that Harrow had submitted a joint bid with five other West London boroughs to DECC for various energy reduction projects. If the bid was successful this project would be delivered by the end of March 2013.
- In relation to the paragraphs on Biodiversity and the Natural Environment, a Member questioned how officers were going to ensure that the Council's plans were up to date given the financial constraints.

The officer advised that this information had been provided by another team and he was therefore unable to answer detailed questions on this area. The Divisional Director added that the documents were currently draft and would be updated.

- A Member asked whether a new application for Harrow to be recognised as a Fair Trade Borough had been submitted. Officers undertook to check the position.
- A Member indicated that clarity was required in relation to the reference to the NHS's Cold Weather Plan and the 27,000 excess deaths during December and March each year. She stated that the report read as if these deaths were all in Harrow. The officer clarified that this was a national figure.
- The officer clarified that AMR was an abbreviation for Automatic Meter Reading. This technology allowed the Council to monitor energy use on a half-hourly basis in schools and corporate buildings and enabled energy wastage to be more easily identified.
- In response to a Member's question on businesses and the public sector, the officer advised that it had been difficult to get a response from SMEs (Small and Medium Enterprises) and that the Council was looking to work with the body replacing the Primary Care Trust on the Health and Wellbeing Strategy.

Members expressed their dissatisfaction with the inconsistencies in the report and indicated that, in the future, they would like all relevant officers who were able to answer their detailed questions to attend the meeting. It was questioned how members of the public could make an informed decision when elected Members were having difficulty in getting the information they needed and it was stressed that the Members ensured that reports were complete, correct and meaningful. The Chair suggested that some of the issues could be raised with the Corporate Director when she attended the Committee in February 2013 and that, if possible, a further draft be provided to the Committee at that meeting.

**RESOLVED:** That the Committee's comments be forwarded to Cabinet for consideration.

#### **345. Standing Review of the Budget - Use of Capital Resources**

The Chair advised the Committee that this item had been deferred to the next ordinary meeting.

#### **346. Report from the Performance and Finance Scrutiny Sub-Committee Chair**

Members agreed to consider and receive the report of the Chair of the Performance and Finance Scrutiny Sub-Committee as matter of urgency for the reasons set out on the supplemental agenda.

A Member expressed concern at the timeliness of the data received as it related to quarter 1 when it was now the end of quarter 3. He suggested that this be discussed at the Scrutiny Leadership Group the following day. The Chair of the Scrutiny Sub-Committee echoed the concerns expressed stating that it was a problem that scrutiny officers had tried to resolve.

In terms of corporate equality objectives, the Chair of the Scrutiny Sub-Committee advised that consideration was being given to inviting the corporate equality leads to the quarterly Chair's briefing.

**RESOLVED:** That the report be noted.

### **347. Scrutiny Lead Member Report**

Members agreed to consider and receive the report of the Divisional Director of Strategic Commissioning which accompanied the reports from the Scrutiny Lead Members as matter of urgency for the reasons set out on the supplemental agenda.

**RESOLVED:** That the report be noted and the actions proposed therein be agreed.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.47 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

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# OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

## 16 JANUARY 2013

<b>Chairman:</b>	* Councillor Jerry Miles	
<b>Councillors:</b>	* Kam Chana * Tony Ferrari (2) * Ann Gate * Susan Hall (4)	* Krishna James * Zarina Khalid * Paul Osborn * Sasi Suresh (4)
<b>Voting Co-opted:</b>	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) * Mrs A Khan
<b>Non-voting Co-opted:</b>	Harrow Youth Parliament Representative	
<b>In attendance: (Councillors)</b>	Thaya Idaikkadar Sachin Shah	Minute 350 Minute 350

- \* Denotes Member present
- (2), (4), (4) Denote category of Reserve Members
- † Denotes apologies received

### 348. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Members:-

### Ordinary Member

Councillor Sue Anderson  
Councillor Barry Macleod-Cullinane  
Councillor Stephen Wright

### Reserve Member

Councillor Sasi Suresh  
Councillor Tony Ferrari  
Councillor Susan Hall

## **349. Declarations of Interest**

**RESOLVED:** To note that there were no declarations of interests made by Members.

## **RESOLVED ITEMS**

## **350. QUESTION AND ANSWER SESSION WITH THE LEADER AND THE CHIEF EXECUTIVE ON THE BUDGET 2013/14**

The Chair welcomed the Leader of the Council, Portfolio Holder for Finance, the Chief Executive and an officer to the meeting and outlined the process to be followed for the asking of questions.

The Leader of the Council gave a brief introduction and confirmed that, whilst not happy with the current position, his Group had agreed that Council Tax be increased by 2%, subject to approval by Council. In the previous year, the budget gap had been £11 million and this year it was £28 million. There had been a 35% increase in the number of children aged between 0-4 and the Council also faced additional pressures due to the increase in the number of older people. There were also implications arising as a result of the localisation of Council Tax benefits.

The Chief Executive stated that the budget process had been tough and that the savings target had increased significantly due to factors outside the Council's control as has been mentioned by the Leader. The commissioning process had highlighted that many of the Council's services were low cost. The changes in terms and conditions had been difficult for staff and a number of employees had left the organisation which had an impact on capacity. He wished to place on record his gratitude to those staff for their service whilst there were more financial challenges ahead. He added that he remained optimistic that there would be opportunities for the organisation ahead eg regeneration/growth agenda, community budgets etc.

Members asked a series of questions and received responses as follows:

*Can you provide an update on the impact of the Local Government Financial Settlement in particular on the level of Council Tax?*

The Leader stated that whilst Harrow was an outer London borough it had inner London problems as advised in his introduction. The Portfolio Holder added that the late receipt of the settlement on 19 December 2012 had made decision making in relation to the budget difficult.

*What is the residual budget gap? In the context of the comments that services which are important to residents will be safeguarded, how does the Council intend to bridge this funding gap?*

The Portfolio Holder advised that the budget would be published for the February Cabinet but that it would balance over 2 years. In years 3 and 4 there would be a £30 million budget gap.

*Have you seen the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations 2012 which has a section on access to documents by members of the Overview and Scrutiny Committee? Are the Commissioning papers in the control of the Executive and do they relate to business transacted at a council meeting? How do you expect this Committee to scrutinise the budget if it could not see the options considered by the Administration?*

The Chief Executive responded that the Regulations provided for greater transparency and access to documents and, whilst he was aware of the request for information from the Member, the advice from Legal Services was that it was a matter for the Executive to determine whether they wished to release the commissioning papers. The Executive, he understood, had indicated that it would not provide the papers at this stage but would after the budget had been set. His view, which was supported by the Information Commissioner's Office, was that officers should also have a private space to discuss issues without putting these into the public domain and therefore avoiding raising concerns unnecessarily.

The Member stated that he had yet to receive a formal response from the Monitoring Officer to his request and that that was a breach of the Regulations.

*At what point did you decide to propose to increase Council Tax by 2%?*

The Leader responded that he had discussed it with the Finance Portfolio Holder but the final decision had remained with his Group. The final decision would be taken by full Council but until that time amendments could be made.

*You have assumed a 70% collection rate of Council Tax. How did you decide on that figure and what are you going to do to fill the funding gap if, like the rest of London, you only manage to collect 30%?*

The Leader responded that this figure was based on the results of consultation and the experience of officers. The Chief Executive referred to the scrutiny review on debt recovery and advised that the figure was supported by a better approach to debt collection. There was a need to work sensitively with the vulnerable who could not, rather than would not, pay. The Council was working with Northgate, an IT company, in order to identify the most vulnerable and therefore avoid getting bailiffs involved. He also hoped those in need could be signposted to extra help before they got into further difficulty.

The Portfolio Holder advised that monitoring of the collection rate would be done. In addition to this, the Harrow Help Scheme had been launched and various groups, including Bailiffs and the Citizens' Advice Bureau had been meeting to discuss assistance. Contingency of £2 million had been included in next year's budget and £1 million in the base budget for welfare reform in the wider sense. He would welcome further dialogue with scrutiny on debt recovery.

*The budget statement talks of the Council's ambition to attract £1 billion worth of investment into the borough over the next 10 years. What progress has been made in this regard and how are you going to measure it?*

The Chief Executive advised that the Local Development Framework had been agreed by the Greater London Authority and that Harrow now had a designated intensification zone. It was hoped that the Area Action Plan would be adopted in April/May 2013. He outlined a number of sites for development and investment that now had planning permission including the Kodak site, Colart, St Johns and Lyon Roads. There was a significant opportunity in terms of investment in our social infrastructure and to provide community facilities from this regeneration programme eg the Kodak site and there were also financial benefits in terms of the Community Infrastructure Levy.

In terms of measuring progress, the intention was to set targets in relation to the number of homes and jobs. The Chief Executive stated that he would be happy to report back on the progress made.

*There has been much talk of the impact of demographic changes on demand for Council services. What is the Council doing to address the impact?*

The Chief Executive reported that Harrow had a growing population with an increase of 15% in the last 10 years to 239,000. The Council was of the view that it received insufficient grant to deal with this growth (£1,608 per head in Harrow compared to £3,317 per head in Brent). In addition, as had already been mentioned, the borough had an ageing population with 1,000 more residents that were aged 80+. Whilst £1 million had been included in the budget to address this growth, additional amounts totalling £1.3m in 2013/14 and £1.1m in 2014/15 had been included. There had also been a significant increase (33%) in the 0-4 age group which, in turn, had an impact on school places. An additional £26.2 million had been included in the capital budget over the next 5 years in order to extend schools and build temporary classrooms. Most of this would be funded by government

In response to the Member's comment that 53% of Harrow's population was from minority ethnic groups, the Chief Executive advised that all budget proposals were the subject of an Equalities Impact Assessment to ensure that they did not adversely affect a particular community, age group, gender or disability. In addition, the budget as a whole was subject to an Equalities Impact Assessment.

*What progress is being made with regard to the transfer of public health budgets to the Council?*



The Chief Executive advised that the public health budget had been reduced prior to transfer to the Council. The public health financial settlement had been based on historic spend rather than need and although the settlement had been slightly better than expected it was still the second lowest in London. As a consequence, the Chief Executive was concerned at the Council's ability to discharge the public health function. He added that by ensuring that public health was linked to other services eg leisure and by working with Barnet, with whom the Council also shared a Director of Public Health, it was hoped that benefits would arise in the procurement of public health contracts and our money would go further.

*In the context of reduced service levels or the increased indebtedness, the Council is presumably looking to the voluntary sector to fill some of the gaps which are left. What changes are proposed in the support provided by the Council to the voluntary sector?*

The Portfolio Holder responded that one of the key principles of the budget was to work with the Council's partners and the voluntary sector. The reality was, however, that a 28% cut in budget would impact on the grants given to the voluntary sector.

*What progress is being made in terms of the development of community budgets which would see the consolidation of community budgets across the public sector and more effective use of finances?*

The Chief Executive responded that community budgets provided a significant opportunity and that if public sector resources were pooled within Harrow it would result in a £2 billion budget. He was, however, frustrated by the slow progress in this area from national government. The Council had assisted nationally with the development of community budgets at one of the 4 pilots being trialled.

In terms of progress within Harrow, the Corporate Director of Community Health and Wellbeing was running a pilot in 6 neighbourhoods integrating health and social care, the results of which would be analysed in the spring. In addition, the Corporate Director of Children and Families was progressing work relating to the most troubled families in the borough. Whilst the Council was initially slow to start this work a paper would be submitted to the Harrow Strategic Partnership. He referred to a case where a troubled family had been transformed as a result of a relatively small investment which in turn had led to a significant saving for the Council but more importantly to a significant improvement in that family's quality of life.

*In terms of preventative measures, how did the Council address debt collection from those residents who did not speak English?*

The Portfolio Holder responded that this had been raised at the steering group and that he would welcome advice. The Chief Executive added that this was still work in progress and that work was being done with the voluntary sector.

*In terms of debt collection, what is the anticipated impact of channel migration in Access Harrow for Public Realm Services?*

The Chief Executive acknowledged that this was a sensitive proposal which would be continuously reviewed as it progressed. 85% of households had access to broadband internet. Many residents currently paid parking fines online and it was proposed that residents report issues such as fly tipping online. WiFi was being installed in the boroughs libraries for those that did not otherwise have access. It would assist the Council and save it money if residents did their transactions online.

The Member expressed the view that a small change could have a significant impact and referred to the transaction figures for December which indicated that 78% (79,000) were done by telephone. In addition, 16,000 had visited the one stop shop. He was concerned that Councillors would effectively become the call centre as residents would not be able to telephone the Council in order to raise issues/complaints. Complicated transactions and problems did not suit being dealt with online. The Member advised that he had requested a detailed plan on how the proposal was going to be delivered but had yet to receive it. Another Member added that many residents over the age of 80 did not want to begin learning to use the internet.

*The public realm figures of £673,000 are cuts and what do they relate to?*

The Portfolio Holder advised that much of the savings were due to efficiencies, however, there would be some reductions in street cleansing, some parks would not be locked at night and some parks would be returned to open space. There would be no change to bin collections. The Leader indicated that he would provide the Member with a written response to outline the breakdown of the proposed £600,000 savings.

The Member requested that details of those parks that would no longer be closed and a breakdown of the £350,000 savings be included in the written answer and stated that this would impact on the crime figures. She stated that Opposition Members should be given access to the detailed budget figures to enable assessment of and response to the budget proposals. The Portfolio Holder responded that the crime figures would, in fact, be affected by the 20% reduction in police numbers rather than keeping parks open.

*How successful has the commissioning panel process been and how does it differ from the previous budget development process?*

The Portfolio Holder responded the process had achieved a two year balanced budget for the first time and that the focus could now be on outcomes. The Chief Executive advised that the process had also led to an increase in cross directorate working and a formal quality assurance process.

In response to the Member's supplemental question in relation to shared services and the strategic approach, the Chief Executive stated that one size did not fit all and that there was no strategic alliance with any authority in place. Harrow's arrangements were driven by what was in the best interests of residents. There was work underway with the West London Alliance (WLA) and this had changed significantly from its starting point. He had requested a

governance audit of the WLA and a report on the WLA accord would be reported to Cabinet on 22 January 2013.

The Member requested that scrutiny be factored into the governance arrangements and that a power to summon officers to be held to account was included. Access to documents and officers should also be given to scrutiny. This approach was supported by the Portfolio Holder. The Chief Executive acknowledged the importance of accountability and transparency and welcomed any advice from Members on the accord.

The Leader thanked the Committee for the questions and undertook to take the comments on board and to make improvements where necessary. The Chair thanked the Leader, Portfolio Holder and Chief Executive for their attendance and responses.

**RESOLVED:** That the Committee's comments be forwarded to Cabinet for consideration.

(Note: The meeting, having commenced at 7.31 pm, closed at 9.31 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

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**LONDON BOROUGH OF HARROW**

**OVERVIEW AND SCRUTINY COMMITTEE – 26 FEBRUARY 2013**

**REFERENCE FROM CABINET – 22 JANUARY 2013**

**572. Response to Scrutiny Review of Housing Revenue Account Self Financing**

Cabinet received a report of the Corporate Director of Community, Health and Wellbeing responding to the comments and recommendations made by members of the Standing Scrutiny Review of the Budget in relation to the self-financing of the Housing Revenue Account.

The Leader of the Council invited the Chairman of the Review Group to address Cabinet.

The Chairman of the Review Group set out the background to the Review Group's report, which had resulted from the change in government policy on the Housing Revenue Account. The change had enabled local authorities to 'buy out' from the HRA, an option taken by the Council. In so doing, the Council had taken on a debt in the region of £88.5m to be paid over a period of 50 years, whilst other authorities, such as Wandsworth Council, which the Review Group had visited during the review, would be paying their debt over a shorter timescale of 13 years. Such a course of action would result in a less tax burden for its residents. The Review Group was therefore concerned about the approach taken by Harrow.

The Chairman of the Review Group also commended Wandsworth Council's Hidden Homes Strategy, which would result in finding pockets of space that could be converted to provide additional housing in the borough by leveraging. Harrow's Housing Action Plan, which made reference to the Hidden Homes Strategy had not been actioned and he considered this to be a missed opportunity for residents of Harrow. Additionally, Harrow's housing stock was small and any increase in Right to Buy would leave Harrow's residents in a vulnerable position. Moreover, opportunities for stock transfers needed to be examined by the Council.

The Review Group had also considered the scope of working with other authorities through a shared service approach. The Chairman of the Review Group added that, perhaps, Harrow's Housing Service ought to be shared with another borough in order to achieve economies of scale and improve the quality of life of residents. He added that the Council ought to encourage and advise residents on how they could purchase properties in order to meet its obligations as a borough of opportunity and aspiration.

Additionally, the income of the HRA and servicing of the debt would have implications for rents charged for social housing stock. The Review Group had noted that the quality and valuation of homes would be looked at and it had noted that plans were afoot to look at rent revaluation which would help service the debt. Consideration ought to be given to the implication of a revaluation, which would result in a higher ceiling on debt. With regard to this, the Council would benefit from joint working with other boroughs and leveraging of private finance would help improve the Council's housing stock.

The Council also needed to ensure that the coalition government's welfare reforms would not impact adversely on the vulnerable and marginalise members of the community. Particular reference was made to the Council's bailiff contract.

The Portfolio Holder for Housing thanked the Chairman of the Scrutiny Review Group and its Members for conducting a positive review on how the HRA was managed, which would allow the Council to examine ways to bring about an increase in the supply of affordable housing and to include hidden homes as part of its overall plans.

The Portfolio Holder added that the Council would advise its tenants who wished to exercise a 'Right to Buy' their property and private landlords to lease their properties for the Council to manage. Moreover, officers were working with organisations such as the Citizens' Advice Bureau to inform tenants of the risks associated with the government's welfare reforms. Additional information would be provided to tenants in March, particularly on what they needed to do to protect their homes. Additionally, a business plan on the Housing Changes Review would be submitted to Cabinet in April.

In response to the Portfolio Holder for Housing, the Chairman of the Scrutiny Review Group drew attention to an external review that had been commissioned in relation to recommendation 1 of the Scrutiny Review Group's report. He enquired about the cost of the external review and stated that given the calibre of Harrow staff, it was unnecessary for the review to be conducted externally. Moreover, the Hidden Homes Strategy had been discussed numerous times but the Council needed to be vigorous and innovative in implementing it. A fundamental concern of the Scrutiny Review Group was the risks associated with the debt which was to be paid over a period of 50 years was too long, including the 30-year business plan. The risks had not been made apparent in the reports considered. Changes in local and national governments during this period would also have wide ranging implications.

The Portfolio Holder for Performance, Customer Services and Corporate Services spoke about the reports that had been submitted to the Tenants', Leaseholders' and Residents' Consultative Forum (TLRCF), which had been illuminating around the changes taking place on welfare reforms. His main concern was recommendation 6 of the Scrutiny Review Group and the impact of the coalition government's welfare reforms. It was unclear whether or not housing benefit payment would be centralised under the localism agenda, and direct payments could result in the recipient spending the money rather than paying the rent, thereby resulting in a risk to the Council's budget.

The Chairman of the Scrutiny Review Group agreed with the sentiments expressed by the Portfolio Holder for Performance, Customer Services and Corporate Services and the impact this could have on the Council, as landlords. It would undermine the Council's income stream which in turn would undermine the Council's business case. The situation would be exacerbated by the Council's bailiff contract.

The Portfolio Holder for Housing informed Cabinet that 350 tenants were currently being monitored. Additionally, a number of issues would be discussed at the TLRCF on 31 January. The Portfolio Holder stated that a meeting with the Chairman of the Scrutiny Review Group would be a useful starting point.

The Chairman of the Review Group and the Portfolio Holder for Housing thanked all those involved in the Scrutiny Review Group for their contributions.

**RESOLVED:** That the report be noted.

**Reason for Decision:** To enable the response to the recommendations to be formalised.

**Alternative Options considered and rejected:** None.

**Conflict of Interest relating to the matter declared by Cabinet Member / Dispensation granted:** None.

#### **FOR INFORMATION**

##### Background Documents:

Draft minutes of the Cabinet – 22 January 2013

##### Contact Officer:

Daksha Ghelani, Senior Democratic Services Officer

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# REPORT FOR: CABINET

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<b>Date of Meeting:</b>	22 January 2013
<b>Subject:</b>	Response to Scrutiny Review of Housing Revenue Account Self Financing
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Najsarek, Corporate Director of Community, Health and Wellbeing
<b>Portfolio Holder:</b>	Councillor Bob Currie, Portfolio Holder for Housing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No
<b>Enclosures:</b>	Appendix 1: Comments and recommendations made by the Overview and Scrutiny Committee - Standing Scrutiny Review of the Budget in the report on the Self Financing of the Housing Revenue Account

## Section 1 – Summary and Recommendations

This report responds to the comments and recommendations made by the Overview and Scrutiny Committee - Standing Scrutiny Review of the Budget in the report on the Self Financing of the Housing Revenue Account presented to Cabinet on the 13<sup>th</sup> December 2012. These are responded to individually in Appendix 1.

### Recommendations:

Cabinet is requested to note the report.

### Reason: (For recommendation)

To enable the response to the recommendations to be formalised.

## Section 2 – Report

1. The final report from the Scrutiny Review of Self Financing in the Housing Revenue Account was reported to Cabinet on the 13 December 2012. It is an important and welcome report investigating the Council's approach to the Self Financing arrangements with a view to ensuring that the interests of both the Council and its residents have been safeguarded as a result of the decisions made.
2. Members of the Standing Review are pleased that the Council now has direct control over all of the revenue generated by its housing stock, although it is acknowledged that this has come at a price, the most significant part of which being the £88.5m paid to the Government to leave the old subsidy system, and the additional interest charges to the HRA as a result of taking on this additional debt.
3. The Standing Review has focused on three key areas in respect of the Self Financing HRA:
  - Implications of 50-year debt
  - Capacity of the stock to support long-term repayment
  - Rent Strategy
4. The Self Financing Housing Revenue Account is still very much in development, and it may be several years before a settled long-term position is achieved. It is, however, in a better financial position than it has probably ever been, with current projections suggesting significant balances being generated over time, and the current investment needs of the housing stock being fully-funded. Whilst there are still decisions to be made in respect of additional expenditure priorities and income strategies that will undoubtedly impact on balances, the improved position we are currently in will enable us to have a degree of flexibility so as to be able to manage risks going forward.
4. Officers have welcomed the opportunity to work with the Standing Review during the period of the review process and to be able to positively respond to the challenging questioning that has formed a key part of the process. The various new initiatives that have been discussed will be the subject of further consultation and scrutiny as they are developed. Appendix 1 sets out our responses to the specific comments and recommendations from the Scrutiny review.

## Legal comments

9. There are no specific legal implications of the proposed decision. Each of the initiatives outlined in the responses will be the subject of a separate approval process.

## **Financial Implications**

10. Many of the actions detailed in the responses will have revenue costs, primarily through existing staff resources and budgets. Bids for new proposals where there is no existing budget either have already or will be made through the appropriate commissioning channels.
11. Bids for capital to continue with existing initiatives or commence new ones will be made through the Capital Forum.
12. It is acknowledged that the availability of new resources is very limited and therefore utilising external funding opportunities and partnership working with the private sector will be key to delivering our objectives, particularly in respect of the provision of new affordable housing, where institutional investment, including potentially the use of the Pension Fund providing an appropriate rate of return could be guaranteed, could also be options.

## **Performance Issues**

13. There are no specific performance issues arising directly from the proposed decision.

## **Environmental Impact**

17. There are no specific environmental impact issues arising directly from the proposed decision. The potential impact of each of the initiatives will need to be considered as part of the approval process for that initiative.

## **Risk Management Implications**

18. Risk assessment will be undertaken for specific projects as recommended by Scrutiny Committee and risk registers maintained for major projects.

## **Equalities implications**

19. Outline Equalities impact assessments have been produced for some of the new initiatives outlined in our response as part of Housing's Commissioning Panel submissions. Further detailed assessments will be produced for each of the proposals as they are developed.

## **Corporate Priorities**

20. This report incorporates the following corporate priorities:

- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.
- Keeping neighbourhoods clean, green and safe.
- Supporting our town centre, our local shopping centres and businesses.

### **Section 3 - Statutory Officer Clearance**

Name: Roger Hampson  on behalf of the  
Chief Financial Officer

Date: 7 December 2012

Name: Sarah Wilson  on behalf of the  
Monitoring Officer

Date: 12 December 2012

### **Section 4 – Performance Officer Clearance**

Name: Martin Randall  on behalf of the  
Divisional Director,  
Strategic  
Commissioning

Date: 12 December 2012

### **Section 5 – Environmental Impact Officer Clearance**

Name: Andrew Baker  on behalf of the  
Divisional Director,  
Environmental Services

Date: 10 December 2012

### **Section 6 - Contact Details and Background Papers**

**Contact:** Dave Roberts, Housing Finance Business Partner,  
Tel 020 8420 9678 or email: [Dave.Roberts@harrow.gov](mailto:Dave.Roberts@harrow.gov)

**Background Papers:** Standing Scrutiny Review of the Budget –  
Report on the Self Financing of the Housing Revenue Account,  
presented to Cabinet 13 December 2012

[http://www2.harrow.gov.uk/documents/s102397/Ref%20to%20Cab  
inet%20-%20Scrutiny%20Review%20Report%20-%20HRA.pdf](http://www2.harrow.gov.uk/documents/s102397/Ref%20to%20Cab<br/>inet%20-%20Scrutiny%20Review%20Report%20-%20HRA.pdf)

<http://www2.harrow.gov.uk/documents/s102189/SCRUTINY%20-%20Covering%20Report.pdf>

<http://www2.harrow.gov.uk/documents/s102190/SCRUTINY%20-%20HRA%20Report%20final.pdf>

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

**NOT APPLICABLE**

*[Call-in does not apply as the  
recommendation is for noting only]*

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**Appendix 1: Comments and recommendations made by the Overview and Scrutiny Committee - Standing Scrutiny Review of the Budget in the report on the Self Financing of the Housing Revenue Account**

Recommendation / Comment number	Recommendation / Comment	Actions required	By whom and when
1	<p>The Standing Review welcomed the cross-organisational co-operation described by officers intended to address increased housing need in Harrow, especially increased housing need for affordable housing options. The Standing Review also supported the continued provision of affordable homes in partnership with other organisations, especially housing associations, subject to our ability to secure nomination rights. The Standing review did, however, feel that the Council should be more vigorous and innovative in developing and implementing a Hidden Homes strategy for Harrow.</p>	<p>An external review has been commissioned in respect of options that may be available to the Council for the provision of new affordable housing. The project will look at the options available for land and sites within the Housing Revenue Account, but will also link into land or sites that may be held corporately with a view to maximising the overall development potential and the delivery of affordable homes. This work will necessarily encompass a review of the potential for Hidden Homes. We anticipate that the report produced at the end of the review will provide guidance as to the optimum way forward for Harrow, and will enable work to commence on an initial delivery programme, as well as longer term proposals.</p> <p>The steering group established to oversee the project consists of officers from Housing, Planning, Place-Shaping and Finance.</p> <p>Prior to the review commencing, we have submitted a bid under the Mayor's Housing Covenant for funding towards a small development scheme of shared-ownership family-sized housing on redundant garage sites. This will ultimately be incorporated into the overall proposals arising from the review.</p>	<p>Housing, Planning, Place-shaping, Finance Steering Group overseeing the project which is due to report by the end of March 2013</p> <p>Alison Pegg/Dave Roberts submitting bid/ response expected in January</p>

Recommendation / Comment number	Recommendation / Comment	Actions required	By whom and when
2	<p>The Standing Review was interested to learn about Harrow developing financial incentives – such as cash incentive deposit schemes – to assist tenants qualifying for Right-to-Buy to move on to home ownership but without the permanent reduction in the Council's housing stock that their exercise of RTB would cause.</p>	<p>The first tranche of this cash incentive scheme is scheduled to commence in early 2013/14, and work will be carried out over the remaining months of this financial year to finalise our “offer” and the details of how the scheme will operate in practice, as well as starting to identify the potential “target audience” likely to be interested in pursuing this.</p> <p>In addition to this, we proposing to implement an enhanced Private Sector Leasing scheme, under which we will offer an up-front payment to prospective landlords to induce them to enter into a 5-year lease with the Council. We will then use these properties to house people currently in Bed and Breakfast accommodation.</p> <p>These proposals have the support of the Tenants, Leaseholders and Residents Consultative Forum (TLRCF).</p>	<p>Jon Dalton / Jane Fernley / Dave Roberts / Finance</p> <p>Jon Dalton, Head of Housing Needs</p>
3	<p>The Standing Review urges that officers continue to monitor the impact of stock loss and deterioration with a view to periodically revisiting their analysis of the option to divest to ensure that the best investment and service decisions are taken for tenants and the borough.</p>	<p>A key part of modelling the HRA business plan is sensitivity testing to ascertain the long-term viability of the HRA, and the business plan model will be used to assess the impact of decisions relating to income and expenditure, as well as potential stock loss, on the future viability of the account. The ability to control costs will be a key requirement for a viable HRA if significant stock loss occurs. Information arising from the Asset Management Strategy will be used to inform</p>	<p>Dave Roberts / Alison Pegg / Jane Fernley / Maggie Challoner</p>



Recommendation / Comment number	Recommendation / Comment	Actions required	By whom and when
		discussions around whether it would be economically appropriate to invest in particular properties or whether alternative approaches such as redevelopment may be the optimum solution for the Council.	
4	The Standing Review believes that the issue of shared services has not been sufficiently explored or clearly defined by the administration across the Council, potentially undermining Housing's efforts to develop policy and service options. Given the size of the financial and service challenges the Council faces, this needs to be rectified swiftly, and should draw upon the experiences of other boroughs within London and elsewhere that are developing shared service options	Several attempts have been made to explore the potential for shared services across West London. Leaseholder services was the first to be explored and the potential around insurance costs and legal costs associated with an expected increase in right to buys is currently being explored.  Consideration is still being given to sell Help2Let services and increase income.	Toni Burke  Jon Dalton
5	The Standing Review was informed that the administration was exploring the possibility of revaluation of the Council's housing stock, which could result in higher rents and therefore in more rent being collected and its complete retention locally by the Council.	Options for setting rents and service charges are being considered as part of both the HRA budget and business planning processes, and will be subject to consultation with TLRCF early in the new year. The current default position is the continuation of the existing convergence process pending any decision to change to a different option.  A special training event was held for tenants to help them understand the HRA and the implications of rents and charges and this will	Dave Roberts

Recommendation / Comment number	Recommendation / Comment	Actions required	By whom and when
6	<p>The Standing Review was keen to stress the need to monitor and understand the impact of the Government's welfare reforms on rents and tenants' indebtedness, with a concern that the Council take steps to address any problems or difficulties that arise.</p>	<p>be built upon at the next TLRCF meeting</p> <p>This is an area that is still very uncertain and final guidance has yet to be produced. We are continuing to work with the Citizens Advice Bureau in respect of this issue, to both raise awareness of the what is approaching and to provide feedback to ensure that we are prepared for the implementation of welfare reform. The draft allocations policy currently out for consultation contains initiatives intended to help minimise the effect on the Council, and the affordability policy being developed in readiness for the implementation date will ensure that we have a robust methodology for assessing reasonable levels of contribution toward rents for those losing out on benefits as a result of the reforms.</p>	<p>Dave Roberts / Jon Dalton</p>

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	26 February 2013
<b>Subject:</b>	Parking policy
<b>Responsible Officer:</b>	Caroline Bruce - Corporate Director of Environment and Enterprise
<b>Scrutiny Lead Member area:</b>	Councillor Stephen Wright – policy lead Councillor Sue Anderson – performance lead
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A: Harrow parking management and enforcement policies  Appendix B: Proposed parking programme  Appendix C: Existing car parking spaces, charges and occupancy  Appendix D: Parking charges options  Appendix E: Evidence regarding town centre free parking  Appendix F: Review of business permits  Appendix G: Long stay residential car parking

## **Section 1 – Summary and Recommendations**

This report provides an update on the following:

- Principles underpinning the Council's parking policy;
- Outcomes of the parking review undertaken in 2011;
- Links between parking policy and implementation of Harrow card;
- Overall impact of parking policy and proposals on identified issues,
- Status of all proposals.

### **Recommendations:**

The Overview and Scrutiny Committee is requested to note the report.

## **Section 2**

### **Introduction**

- 2.1 A steady increase in car ownership over many years has led to intensified demand for parking spaces. As car ownership increases, the fight for parking spaces becomes increasingly contentious. Demand for parking spaces is primarily managed through the introduction of parking regulations. These are introduced in line with Government policy and in line with the Mayor of London's Transport Strategy.
- 2.2 Parking regulations, fines and charges are not introduced to simply raise money but provide a mechanism for ensuring that there is sufficient funding to enforce the regulations and achieve adequate compliance. This was one of the intentions of the legislation (Road Traffic Act 1991) that allowed boroughs to introduce and enforce decriminalised parking regulations. Parking income must go into a separate parking account because the funds are ring fenced for transport related uses and cannot be used to support the Council's general fund.
- 2.3 It is a legal requirement that the income from PCNs is first used to cover the cost of providing the parking enforcement operation. This includes paying Civil Enforcement Officers, back office support staff and administration. If any money is left over after all these costs have been covered, the Road Traffic Act 1991 defines how any surplus must be spent. In Harrow the surplus made is used to offset the cost of providing the Freedom Pass and Taxicard. The parking enforcement service itself is self-financing.
- 2.4 DfT guidance specifically states that Civil Parking Enforcement (CPE) is a means of achieving transport policy objectives. Each authority is required to submit an annual report on their parking account to the Mayor of London, including an account of what use has been made of any surpluses.

## **Parking policy**

- 2.5 Harrow's Transport Local Implementation Plan contains all of Harrow's transport policies including all parking management and enforcement policies. This is a statutory document which shows how the borough will implement the Mayor of London's transport strategy. Harrow's transport Local Implementation Plan received cabinet approval in May 2011, adopted by full council in July 2011 and was approved by the Mayor of London in 2012.
- 2.6 In October 2011, a more detailed parking management and enforcement plan which expands on the strategic core policies in the LIP was produced. This plan ensures that the borough's working practices are in line with best practice and provides increased transparency as to how parking management and enforcement services are provided in the borough.
- 2.7 Harrow's parking management and enforcement strategic policies can be seen in Appendix A. These strategic policies were developed and revised following wide scale public consultation of the transport local implementation plan. These policies aim to:
- Improve safety and reduce accidents and casualties,
  - Improve traffic flow on the highway network,
  - Improve bus journey time reliability,
  - Encourage the use of more sustainable forms of transport and deter long-term commuter parking,
  - Improve access to properties particularly for the mobility impaired, emergency services and healthcare workers,
  - Support business activity by providing access to short-stay parking for customers and vehicles servicing local businesses,
  - Balance the provision of parking for residents, visitors and local businesses,
  - Ensure that the location of car parking takes account of the priority need for a secure and sensitive pedestrian environment.

## **Parking management programme**

- 2.8 Harrow undertakes an annual parking management programme of works that includes the introduction and review of controlled parking zones (CPZ) and also a Local Safety Parking Schemes programme. Both of these are funded through Harrow capital and are also supported by developer contributions where the development control process has identified the need for parking measures as mitigation. This is the main programme of work used to implement the Council's parking policies.
- 2.9 The programme of new CPZs and reviews of existing CPZs is reviewed annually at the Traffic and Road Safety Advisory Panel. The latest parking management programme is provided in Appendix B and is due to be considered by TARSAP on 6th February 2013. There is a considerable backlog of requests for schemes and measures due to the limited funding available to take forward this work and TARSAP prioritise the areas of greatest need. The funding set for 2012/13 and also proposed for 2013/14 is £300k.

- 2.10 There is also a more minor Local Safety Parking Schemes programme of work which consists of more localised small scale schemes such as waiting restrictions (double yellow lines) at junctions and bends, where refuse vehicles and the emergency services have reported persistent access difficulties. These schemes are generally outside of the larger area based CPZs and are a valuable initiative primarily targeted at improving road safety and facilitating adequate vehicular access.
- 2.11 In November 2012 TARSAP received a report regarding the Transport programme entry system which provided a framework for prioritising schemes in various identified programme streams and this included both area parking control schemes and local safety parking schemes. The suggested programmes of work in Appendix B are prepared on that basis.
- 2.12 The implementation of the parking review proposals and 20 minutes free parking explained later in this report are not funded from this programme of work.

### **Parking review**

- 2.13 As part of developing the parking management and enforcement plan, a review of parking and permit charges took place in 2011/12. The context for this review was as follows:
- Required to action the 2010/11 Medium Term Financial Strategy to increase revenue from parking by £75k.
  - The Mayor of London's Transport Strategy proposed that boroughs should work towards achieving pricing differentials based on vehicle emissions, including banded resident parking permits and other on and off-street parking charges, including incentives for electric vehicles.
  - The Portfolio Holder aspired to introduce a simpler and fairer parking regime which reduced the number of different parking charges across the borough. Charges varied considerably across the borough and the reasons for the different charges had been lost over time. There were around 15 different types of charges across the borough which both confuses and annoys the public.
  - A Petition of 2,487 signatures urging Harrow Council to introduce a free ½ hour car parking scheme in Pinner car parks and meter parking areas and to reduce hourly rates to fall in line with Northwood, Ruislip and Eastcote was presented to the Council on 8th July 2010. This issue had also been the subject of proactive consideration by Traffic & Road Safety Advisory Panel meetings held on 15 July and 16 September 2010.
- 2.14 Proposals were subsequently developed by officers, in consultation with the portfolio holder, for the following:
- Having just 4 different cost rates for on-street parking zones across the borough
  - Having just 4 different costs rates for car parks across the borough
  - Providing an option to pay using credit/debit cards
  - Moving to a single cost borough wide for visitor permits

- Moving to a resident's permit system based on environmental emissions
- Introducing a peak hour charge for car parks

2.15 The option for introducing a system of tiered on-street and off-street charging was recommended to be based on the types of economic centres as set out in the Local Development Framework – local, district, major and metropolitan centres.

2.16 The key intention of the tiered structure was to make charges reflect the economic status of the area and to make charges consistent and easier to set. This will simplify the currently confusing range of charges and time periods that exist across the borough which is a source of many complaints. Current guidance regionally and nationally is to make charges more appropriate and transparent.

2.17 A six week borough wide consultation took place on the proposals in June / July 2011 and the results of the consultation on a majority basis were as follows:

Having just 4 different cost rates for on-street parking zones across the borough	Supported
Having just 4 different costs rates for car parks across the borough	Supported
Providing an option to pay using credit/debit cards	Supported
Moving to a single cost borough wide for visitor permits	Supported
Moving to a resident's permit system based on environmental emissions	Not supported
Introducing a peak hour charge for car parks was not supported.	Not supported

2.18 In October 2011 Cabinet approved the proposals that were supported based on the results of this consultation. Following the Cabinet decision officers developed three charging options using the agreed framework for consideration by members. All the options provided would rebalance charges so that they are lower in local and district centres and higher in Major and Metropolitan centres and provided varying degrees of impact on parking income from between -10% to +4%. Car park charges were set lower than on-street charges in order to encourage long stay parking off-street. The key principle of the options was to provide effective and proportionate demand management relative to the different economic centres.

2.19 A detailed financial assessment was undertaken to estimate the impact of the options on parking income. This was based on the most recent full year of data available at that time which was for the 2010/11 financial year. A detailed analysis of the number of pay and display parking spaces, identifying the type of centre, operating times and occupancy rates was also undertaken to ensure the financial assessments were accurate and this information can be seen in Appendix C.

2.20 The three options considered are provided in Appendix D and did not include a free parking concession at this stage. Option 2 was preferred by members

and this option allowed for a small increase in income of 2%. This option is summarised below:

<b>PREFERRED CHARGING OPTION</b>	<b>Local (£/hr)</b>	<b>District (£/hr)</b>	<b>Major (£/hr)</b>	<b>Metropolitan Town Centre (£/hr)</b>	<b>Long stay* (£/day)</b>
<b>ON-STREET (CPZS)</b>					
Existing	£0.40 - £1.20	£0.40 - £1.20	£1.00	£0.80 - £3.00	£3.50
Proposed	<b>£0.30</b>	<b>£0.90</b>	<b>£1.50</b>	<b>£2.10</b>	<b>£4.00</b>
<b>CAR PARKS</b>					
Existing	N/A	£0.40 - £0.70	N/A	£0.65 - £1.15	£2.40 - £3.50
Proposed	<b>£0.20</b>	<b>£0.60</b>	<b>£1.00</b>	<b>£1.30</b>	<b>£4.00</b>

\*specified locations only

## Free parking

- 2.21 To support the Council's corporate priorities, the administration requested officers to refine the proposals and include an element of free parking into the proposed tiered charging system.
- 2.22 Officers reviewed the current research available regarding free parking, some of it recent, including Travel and Spend in London's Town Centres (Transport for London, 2011) and The relevance of parking in the success of urban centres (London Councils, October 2012). Harrow has also undertaken some of its own research which can be seen in Appendix E.
- 2.23 In addition the London Borough of Hillingdon currently has a policy of offering an initial free period of charging and this has been frequently highlighted by members. Consequently a meeting was arranged with Hillingdon's officers to discuss their current policy. The investigations established a number of findings:
- The London Borough of Hillingdon adopted their current strategy of offering an initial period of free parking some years ago before many CPZs currently operating were introduced. This was done to make proposing and implementing CPZ schemes less contentious and allow more schemes to be implemented. However as a consequence less income is generated to support the maintenance and operation of schemes in comparison with Harrow. Their budget for parking income has developed on the basis of this strategy.
  - Harrow has implemented its own extensive CPZ parking programme on the basis of charging for all lengths of stay and the current level of parking income built into the Council's budget is based upon that strategy. A fundamental shift towards reducing charges will reduce parking income and put pressure on the council's budget.
  - Much of the dialogue with residents and businesses over the last 12 months, particularly during consultation on parking schemes, has indicated that there is a substantial proportion of people that support a free parking concession.



- 2.24 Officers provided a revised range of options offering a variety of free parking concessions based on the original four tiered charging structure as set out in the parking review consultation. These can be seen in appendix D. The Members preferred option was to offer a free parking concession borough wide.
- 2.25 In the parking review it was established that the most appropriate time period for on-street parking is 20 minutes as this provides sufficient time for most short stay visits to local shops to take place. It is therefore important for the time period to be coordinated throughout the borough by standardising the time charging periods in line with the proposed tiered charging structure (20mins on-street / 1 hour off-street). As a general principle charging policy should encourage long stay parking to be off-street and short term parking to be on-street as indicated in the parking review and so it was recommended that the free period should only apply to on-street charges and apply to an initial period of 20 minutes.
- 2.26 Implementing this measure requires changes to the charging time period in all controlled parking areas in the borough and will need a full statutory consultation under the Road traffic Regulation Act 1984 to be undertaken. Once cabinet approve a specific charging option the statutory processes would require about 3-4 months to be carried out before they could be implemented, subject to resolving any objections or representations.
- 2.27 The cost of offering a free parking period in Harrow is considerable. This is because around 50% of the parking income comes from people parking for 20 minutes or less (Appendix C). The estimated reduction in income for offering free 20 minutes in all locations based on 2011/12 data is about £522k. The draft revenue budget and Medium Term Financial Strategy considered by Cabinet in December 2012 now includes a growth item in 2013/14 to allow for the reduction in parking income.
- 2.28 A key concern about offering free parking was how to effectively control and manage access to the free parking period. Choosing to do this through the current system of issuing tickets at pay and display machines had a number of drawbacks as follows:
- Tickets can be taken at any time without any reference to previous use and could be used to stay longer than 20 minutes by continuously taking tickets,
  - A risk of losing a greater amount of income than that calculated as longer stays than 20 minutes may occur,
  - Increased maintenance costs of restocking machines with tickets more frequently due to increased use.
- 2.29 The only effective way of mitigating these potential problems and regulating non chargeable activity is to use a card system in conjunction with accessing the free parking period. This would provide a way of registering users and monitoring activity. The collection of usage data through card reading devices on pay and display machines would then provide a means of determining whether the free parking period can be given when someone wants to park. It is therefore suggested that a free parking concession should be offered to

card holders only. The conditions applied to card holders would be a restriction to use free parking once a day per controlled parking zone.

### **Cashless parking**

- 2.30 Following the October 2011 Cabinet meeting which considered the parking review, officers were requested to proceed with the option for introducing a system for members of the public to pay for parking using a credit or debit card. There was no interest in creating a system where only cashless payment was accepted as this would have a negative impact on low income groups who may not have access to credit cards. Cashless parking is offered as an alternative method of payment to using cash at pay and display machines. Cashless payments would be made using mobile phone technology and interact with the Council's Civica system.
- 2.31 A procurement exercise was undertaken asking suppliers to present a suitable system for Harrow and the successful bidder was the national leader in this service. There is unlikely to be any cost to the authority because the facility will be funded by a transaction charge to the payee. Harrow will receive the income from the transaction charge levied but will pay a standard charge to the supplier for the service. The scheme is expected to be self financing and this will be dependent on the take up of the cashless option by the public and the difference between expenditure and income. Based on at least 10% of the transactions being cashless the scheme would be expected to break even. Any surplus generated would be reinvested into the service.
- 2.32 The system is expected to be operational in March 2013.

### **Harrow card**

- 2.33 The Administration has an ambition to provide residents with a Harrow Card. The proposed Card could provide access to various services including discounted parking, offers in local shops, and act as a library and leisure card.
- 2.34 A Feasibility Study is currently being produced on the efficacy of the Harrow Card proposal. As indicated previously the use of the card would limit the potential loss of parking income by using it as a means of controlling use. Current technology is available using card reading systems and modems within pay and display machines to effectively control access to the free period. It is intended that one free period per parking zone per day could be available to card holders.
- 2.35 The suppliers of the cashless parking system can accommodate discount schemes provided the user can validate the reason for the discount (e.g. card number) and so this is compatible with a Harrow card system. The combination of free 20 minutes parking, introduction of the Harrow card and cashless parking system will mean that users will get the 20 minutes reduction either through swiping their Harrow card at a pay and display machine and displaying the ticket issued or by phoning up and identifying themselves as a card holder with the relevant card number.
- 2.36 There is a considerable infrastructure cost in changing pay and display machines borough wide to operate the system in this way and the current

stock of over 150 machines would need to be updated. The discussions with the current parking provider have established that the capital cost to amend the pay and display machines would be £300k and there would be an annual revenue cost of £20k for the wireless connections airtime. A Capital bid allocation will be required to undertake this work and this is included in the proposed capital budget to be considered at the February cabinet meeting.

- 2.37 Consideration has also been given to charging annually for the card to offset any loss of parking income and this is something that the feasibility study will review. Initial indications are that from a customer base of 21000 homes a charge of £10 would provide £210k per annum. One advantage of levying a charge for the card is that the circulation of cards could be controlled and prevent any fraudulent use of the card to access free parking and therefore any further loss of parking income.
- 2.38 The feasibility study will inform the council's decision making process and a final report is expected at the end of February. The administration will decide on whether to introduce a Harrow Card and link it to parking discounts at Cabinet in March 2013. The key factors influencing implementation will be the capital infrastructure costs and parking charges option selected which will influence levels of parking income.

### **Other policy areas reviewed**

- 2.39 As well as the issues identified above, the parking review also looked at a number of other areas of policy as follows:
- Business permit charges - based upon using the same tiered structure as for on-street and off-street parking,
  - Long stay car park permit – based upon utilising underused space in the Harrow Town Centre car parks
- 2.40 These policy reviews were considered at the Environment & Enterprise commissioning panel but have not been taken forward. Details are provided in Appendices F and G.

### **Legal implications**

- 2.41 This report discusses proposed changes to time periods for charges which would be standardised across the borough (on-street - 20mins / off-street - 1 hour). Subject to statutory consultation requirements, which the council has to comply with, the council has powers to introduce and change controlled parking zones or areas under the Road Traffic Regulation Act 1984, The Local Authorities Traffic Orders (Procedure) (England and Wales) 1996 and The Traffic Signs Regulations and General Directions 2002.

## Impact of proposals

2.42 The following table shows the likely impact of each of the proposals discussed in this paper.

	<b>Free 20 mins parking</b>	<b>Tiered parking structure</b>	<b>Harrow card</b>
<b>Residents</b>	<p>The 2011 census reported that 23.5% of all households in Harrow have no car or van, so changes in charges will have no impact on these residents.</p> <p>Based on evidence shown in Appendix E there is unlikely to be a major change in behaviour as to where residents shop or any economic impact on the economic vitality of the shopping areas.</p> <p>There will be a small saving in costs for residents who go for a quick shop in any area. This would be in line with the demands of the 2010 Pinner Petition. However the number who will do this is unlikely to be significant.</p> <p>There is likely to be an increase in people trying to avoid paying to stay longer, assuming they won't have to pay for any parking but accidentally overstaying and therefore receiving penalty charge notices.</p>	<p>The 2011 census reported that 23.5% of all households in Harrow have no car or van, so changes in charges will have no impact on these residents.</p> <p>The tiered structure will align charges to the economic status of an area so charges are higher in a town centre where there is greater commercial activity and a wider range of shops and lower in a local centre with fewer shops and activity.</p> <p>Studies have shown that the quality of the commercial environment and range of facilities and outlets has the greatest influence over attracting people into an area and on whether people will accept the level of charging. Higher charges will be accepted where the facilities on offer are better.</p> <p>In general local and district centres, like Pinner for example, will attract lower charges than at present.</p>	<p>As part of the market research regarding introducing the Harrow card, 60% of retailers said they would use the card website to promote officers for their shops. If this is the case then this will be of benefit to residents.</p>

	<b>Free 20 mins parking</b>	<b>Tiered parking structure</b>	<b>Harrow card</b>
<b>Public health</b>	<p>There may be a very slight decline in air quality as a result of some increased driving and of increased time spent searching for a parking space sufficiently close to their destination.</p> <p>If some people change their shopping habits and decide to shop locally instead of driving further to shops then their may be a small improvement to the local air quality.</p> <p>People that change their lifestyle by opting to drive to their destinations rather than walk, cycle or take a bus may become less healthy due to a reduction in physical activity.</p>	No impact	An environmental benefit could be brought into the card e.g. awarding holders for sustainable journeys. This will not be done in the first instant.
<b>Council finances</b>	<p>There will be an initial loss in revenue estimated to be around £522k in the first year.</p> <p>The financial benefits of introducing new CPZs will be reduced.</p>	<p>It will be easier to predict the income of new and proposed CPZs.</p> <p>It will be easier to modify and implement changes to charges using a simpler and more consistent structure.</p>	Although there will be an initial capital cost for introducing the card, it is hoped that in 4 or 5 years time, the card will be entirely self financing.
<b>Regeneration</b>	The district centres currently have low vacancy rates. Given the current low base, there will not be a major impact on reducing empty shops.	The district centres currently have low vacancy rates. Given the current low base, there will not be a major impact on reducing empty shops.	The result of the Shoppers Survey suggest there will be an increase in market share for local businesses as card holders choose to visit shops offering promotions..

	<b>Free 20 mins parking</b>	<b>Tiered parking structure</b>	<b>Harrow card</b>
<b>Other</b>	This may enhance the council's reputation as because the borough is listening to the requests made by residents and local businesses.	The system will be far easier to understand and manage. The issue of PCNs may reduce as instances of confusion over charging are reduced.	Income from the sale of the Harrow card will not be a part of the parking account and therefore have no impact on parking income.

## Implementation

- 2.43 The implementation of all the different aspects of the parking proposals and budget implications are still subject to approval by cabinet in February 2013.
- 2.44 The Harrow card, free parking and tiered parking charges are all interconnected and so delivery of the measures needs to be carefully coordinated and the different elements cannot be implemented separately. The key activities and timescales are set out in the table below:

Implement interim fees and charges increases for 2013/14	Feb/Mar 13
Harrow Card Feasibility study completed and considered by members	Feb 13
Cabinet set budget (subject to outcome of feasibility study on Harrow Card and review of free parking / parking charges)	Mar 13
Cashless parking system introduced	Mar 13
Commence statutory consultation on tiered parking charges (including free parking)	Apr 13
Cabinet to consider statutory consultation results and confirm charges (resolution of representations)	Jun 13
Introduce new parking charges	Jul 13
Implementation of pay and display machine upgrades / Harrow Card system	Sep-Nov 13
All measures fully operational	Dec 13

## Financial Implications

- 2.45 An allocation of £460k for introducing the Harrow card has been allocated in the draft 2013/14 Harrow capital budget. This is likely to be reported to the March cabinet meeting for approval. This will cover the cost of introducing the card and of implementing the required changes to parking infrastructure to enable the card to be used for accessing the free 20 minutes parking.
- 2.46 The Harrow Card scheme is expected to be self financing and the operation and maintenance costs will be offset by revenue generated from annual charges levied to purchase the card.
- 2.47 The financial revenue loss to the Council for introducing free parking has been included in the draft Medium Term Budget Strategy as a £522k growth item in 2013/14.

- 2.48 There is a £20k per annum revenue cost for the wireless connections airtime for using modems in pay and display machines. These costs would be offset against income within the parking account.
- 2.49 The cashless parking system is expected to be self financing and this will be dependent on the take up of the cashless option by the public and is based on approximately 10% of the transactions being cashless. Any surplus generated would be reinvested into the service.

### **Performance Issues**

- 2.50 There is likely to be a slight increase in public satisfaction with the Council as a result of the Council perceived to be listening to the demands of residents.
- 2.51 There may be a very slight decrease in air quality and in mode share of residents walking and cycling. These are all measures that the borough is required to annually report to TfL. The borough has a statutory duty to work towards improving air quality and increasing the mode share of walking and cycling as they form part of the borough contribution to implementing the Mayor of London's transport strategy.

### **Environmental Impact**

- 2.52 There may be some environmental benefits from introducing cashless parking as follows:
- Reduction in pay and display machine usage will reduce vehicle trips involved in collecting money, restocking tickets, repair and maintenance of machines which will result in an improvement in air quality and also reduced material waste,
  - reduction in printing of tickets with less material waste as e-tickets are introduced,
- 2.53 There may be a slight decrease in air quality and pollution as slightly more people may choose to drive to shops or commercial centres. This will also potentially affect modal shift by resulting in a reduction in cycling and walking trips which may have a negative impact on local health.

### **Risk Management Implications**

- 2.54 Risk included on Directorate risk register? No. Separate risk register in place? No. A risk register for the project will be developed once approval is given.
- 2.55 The delivery of the project by the end of 2013 is possible but there is little room for any significant delay as the scale of the work required is significant. A clear decision being made by Cabinet in March is important to keeping to the proposed timescales.
- 2.56 Staff resources are being put under pressure in 2013/14 whilst the PRISM reorganisation is implemented in Environmental Services and so if the project is approved it will need to be carefully managed in order to ensure there is no



slippage. This is particularly important because the changes will need to be implemented and operational before the period of purdah for the next local elections in 2014.

## Equalities implications

- 2.57 Was an Equality Impact Assessment carried out? Yes
- 2.58 An EqlA was carried out in July 2011 on the parking management and enforcement plan including the parking and permit charges review. The results of this showed the greatest impact on all equality groups is the improvement in safety and in the perceptions of safety. This is because there will be a reduced need to carry cash for parking and reduced vandalism of existing meters. No adverse impacts on any equality groups were identified.

## Corporate Priorities

- 2.59 The parking scheme detailed in the report accords with our wider corporate priorities as follows:

Corporate priority	Impact
Keeping neighbourhoods clean, green and safe	The cashless parking option can help to reduce the number of pay and display machines required which is better for the environment and can reduce instances of street crime related to cash handling.
United and involved communities: A Council that listens and leads.	The council has undertaken consultation on the proposed changes in the parking review and listened to resident's views by taking forward those areas where there is support.
Supporting and protecting people who are most in need	The introduction of a Harrow card scheme would support low income families by offering a combination of local offers at shops with parking concessions.
Supporting our town centre, our local shopping centres and businesses.	The tiered charging regime linked to the types of economic centre will ensure charging rates are appropriate for the range and quality of shops and businesses in the area and encourage greater turn over of short stay parking spaces in the vicinity.

### **Section 3 - Statutory Officer Clearance**

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 12/02/13		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 12/02/13		

### **Section 4 - Contact Details and Background Papers**

**Contact:** David Eaglesham, Service Manager - Traffic & Highway Network Management, david.eaglesham@harrow.gov.uk, 020 8424 1500.

**Background Papers:**

Cabinet October 2011 - Parking management and enforcement plan and Parking review consultation

## **Appendix A**

### **Harrow parking management and enforcement policies**

- PE1 Encourage the use of cleaner and more environmentally friendly vehicles through prioritising specific facilities for parking of “greener” vehicles at all council owned car parks, e.g. providing specific locations for parking providing charging points for electric vehicles
- PE2 Ensure that charges for parking support the economic vitality of all town centres
- PE3 In the development of parking schemes, the Council will ensure convenient car parking for people with disabilities is considered
- PE4 Give high priority to the enforcement of parking and road traffic regulations, particularly to those affecting the safety of all road users, reliable operation of bus services and the prevention of traffic congestion
- PE5 Maximise the effective use of camera enforcement where there are safety benefits to be gained from better enforcement
- PE6 Promote and secure the adoption of consistent and complementary strategies at national, regional, London, sub-regional and neighbouring local authority levels and through the restraint-based car-parking standards
- PE7 In the development and operation of parking schemes and to ensure transparency, the Council will follow the guidelines as outlined in the parking and enforcement plan which will be regularly reviewed and updated
- PE8 Support local businesses by giving priority to short stay on-street parking and by discouraging long-stay parking
- PE9 As reviews of CPZs take place, progressively enable the provision of business parking permits in CPZs for vehicles where permits are required as a major part of the operation of the business and where such journeys are not viable without such parking permits
- PE10 Ensure that charges for off-street parking:
- Support the economic vitality of all town centres
  - Finance progressive improvements to the standards of the Council owned car parks
  - Maintain price competitiveness with comparable privately operated car parks
  - Encourage short stay parking with rapid turnover of spaces and deter long-stay parking where appropriate
  - Reduce the demand on surrounding on-street pay and display parking
  - Are set with the aim of car parks being 85% full in peak periods
  - Are self financing
- PE11 Monitor and review the provision and operation CPZs in all areas of the Borough experiencing on-street parking stress and install new CPZs subject to, demand and consultation with the local community
- PE12 Where practicable, seek to secure consistent cross-boundary parking charges in conjunction with neighbouring authorities
- PE13 Where alternative options exist, prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount
- PE14 Use Section 106 Planning Agreements to secure developer contributions towards the costs of meeting and ameliorating the travel demand generated by development through improvement to public transport, walking and cycling, installing parking controls and, where necessary, creating regulated and controlled public car-parks.

## Appendix B

### Proposed parking management programme 2013/14

Schemes	13/14 (£k)	14/15 (£k)
Zone U - County Roads - Devonshire Road North End Re-consultation & Implementation	10	
Zone L - Rayners Lane Southbourne Close Re-consultation/Implementation	10	
New zone - Hatch End Introduction of Pay & Display Grimsdike Car Park and Uxbridge Road adjacent Station	20	
New zone - Hatch End CPZ in residential roads Statutory Consultation and Implementation	30	
New zone - Canons Park Station Area – Follow up review, consultation and implementation changes	10 (40*)	
New zone - North Harrow - Area Parking Review	30 (30*)	60
Zone A - Pinner CPZ scheme review	40	60
Nw zone - Queensbury Station - Areas North & South	50	60
New zone - Welbeck Road/Scott Crescent/The Arches area- Possible CPZ	30	40
New zone - Belmont Circle Introduction of Pay & Display and area parking controls	30	40
Local Safety Parking Schemes Programme	40	40
<b>Total</b>	<b>300#</b>	<b>300#</b>

Schemes funded wholly by developer contributions (s106) (release of funding subject to triggers in legal agreements)	13/14 (£k)	14/15 (£k)
Zone P - Rosslyn Crescent CPZ review & Implementation	(15*)	
Zone N - Biro House Stanley Road Review CPZ & Implementation	(30*)	
New zone - Prince Edward Playing Fields/The Hive Camrose Avenue Local parking controls consultation & Implementation + parking measures associated with possible changes to lease finance tba	(15*)	
Zone X - Krishna Avanti School Camrose Ave - Parking Review	(40*)	
Zone B - Stanmore Hill (Abercorn Arms) Double Yellow Lines by island	(5*)	

\* Section 106 funding (not included in total)

# Anticipated budget (subject to confirmation of the capital programme by cabinet)

## Appendix C

### Existing on-street and car park spaces, economic status, charges and occupancy

#### Locations of on-street and off-street parking spaces and existing charges

49

Category	Parking	Zone / location	Area	Spaces	Existing P&D charges	Totals
Metropolitan / Town centre	CPZ	D	Harrow Town Centre	104	40p per 10 minutes, 40p per 15 minutes, 50p per 10 minutes	<b>260</b>
Metropolitan / Town centre	CPZ	E	Harrow Town Centre	72	40p per 15 minutes	
Metropolitan / Town centre	CPZ	F	Harrow Town Centre	65	40p per 10 minutes / 40p per 20 minutes / 40p per 30 minutes	
Metropolitan / Town centre	CPZ	K	Harrow Town Centre	5	40p per 15 mins	
Metropolitan / Town centre	CPZ	R	Woodlands Road	14	40p per hour	
Metropolitan / Town centre	Car Park	Davy House	Harrow Town Centre	97	Min charge £1.80 (first 2hrs) then £1.10/hr	<b>436</b>
Metropolitan / Town centre	Car Park	Vaughan Road	Harrow Town Centre	48	Min charge £1.30 (up to 2hrs), £1.80 (up to 4hrs), £2.30 (up to 6hrs), £2.90 (over 6 hrs)	
Metropolitan / Town centre	Car Park	Greenhill Way	Harrow Town Centre	274	Min charge £2.30 (first 2hrs) then £1.20/hr	
Metropolitan / Town centre	Car Park	St Johns Road	Harrow Town Centre	17	Min charge £1.80 (first 2hrs) then £1.10/hr	
Metropolitan / Town centre	Car Park	Queens House - multi storey	Harrow Town Centre	450	Min charge £3.50 / visit, £2.40 at weekend	
Metropolitan / Town centre	Car Park	Gayton Road	Harrow Town Centre	283	Min charge £3.50 / visit, £2.40 at weekend	<b>733</b>

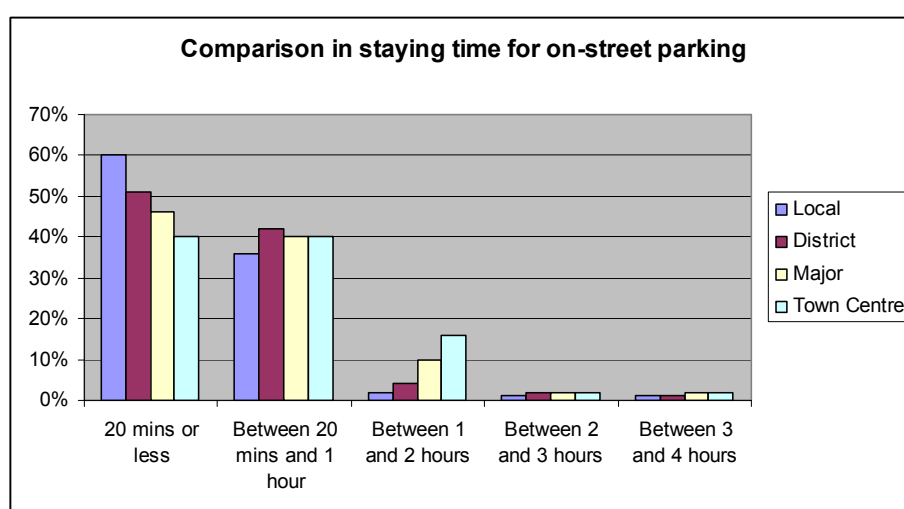
Major centre	CPZ	TA	Edgware (South)	33	50p per 30 minutes	
Major centre	CPZ	TB	Edgware (north)	42	50p per 30 minutes	<b>75</b>
District centre	CPZ	A	Pinner	33	30p per 30 minutes, 60p per 30 minutes	
District centre	CPZ	B	Stanmore	87	40p per half hour / 40p per 30 minutes / 50p per 30 minutes	
District centre	CPZ	CA	Wealdstone	114	20p per 30 minutes / 30p per 20 minutes / 40p per hour	
District centre	CPZ	F	Harrow Town Centre (Crystal Way and Flambard Road)	18	40p per 20 minutes / 40p per 30 minutes	
District centre	CPZ	H	Stanmore (station area)	7	20p per 30 minutes	
District centre	CPZ	K	Harrow Town Centre	26	40p per hour, 40p per 30mins	
District centre	CPZ	L	Rayners Lane	158	40p per 20 minutes	
District centre	CPZ	M	South Harrow	135	40p per 30 minutes / 50p per 30 minutes	
District centre	CPZ	P	Harrow Town Centre	24	50p per hour	
District centre	CPZ	S	Kenton	4	30p per 20 minutes	<b>606</b>
District centre	CPZ (long stay)	C	Wealdstone	24	Sandridge Close £3.50 / visit	
District centre	CPZ (long stay)	M	South Harrow	33	Brooke Ave and South Hill Ave £3.50 / visit	<b>57</b>
District centre	Car Park	Palmerston Road	Wealdstone	27	50p/hr	
District centre	Car Park	Peel House - multi storey	Wealdstone	257	50p/hr	
District centre	Car Park	Cambridge	North Harrow	150	£0 (first hour), 40p/hr (up to	

		Road, North Harrow			4hrs), £3.10 (over 4hrs)	
District centre	Car Park	Chapel Lane	Pinner	154	70p/hr	
District centre	Car Park	Love Lane	Pinner	183	70p/hr	
District centre	Car Park	Waxwell Lane	Pinner	111	70p/hr	
District centre	Car Park	The Broadway	Stanmore	9	50p/hr	<b>891</b>
Local centre	CPZ	D	Harrow Town Centre (Headstone Road)	7	40p per 15 minutes	
Local centre	CPZ	N	Sudbury Hill	29	20p per 20 minutes	
Local centre	CPZ	U	Pinner Rd & County Roads	30	50p per 30 minutes	
Local centre	CPZ	V	Vaughan Road	8	20p per 30 minutes	
Local centre	CPZ	W	West Harrow	10	20p per 30 minutes	
Local centre	CPZ	X	Edgware South (Burnt Oak Broadway)	107	30p per 30 minutes, 50p per 30 minutes	
Local centre	CPZ	P&D zone	Headstone Drive	11	20p per 30 minutes	
Local centre	CPZ	P&D zone	Whitchurch Lane	5	20p per 30 minutes	<b>207</b>

## Surveys

Early in 2012, the Council undertook new parking surveys in selected areas around the borough to establish the duration of stay for vehicles parked in various locations in the different types of commercial centre. The data collected was used to provide more accurate estimates of the impact of the new charging regime. As can be seen from the results below, because so many people stay such a short length of time, offering any concession for the first 20 mins is extremely costly.

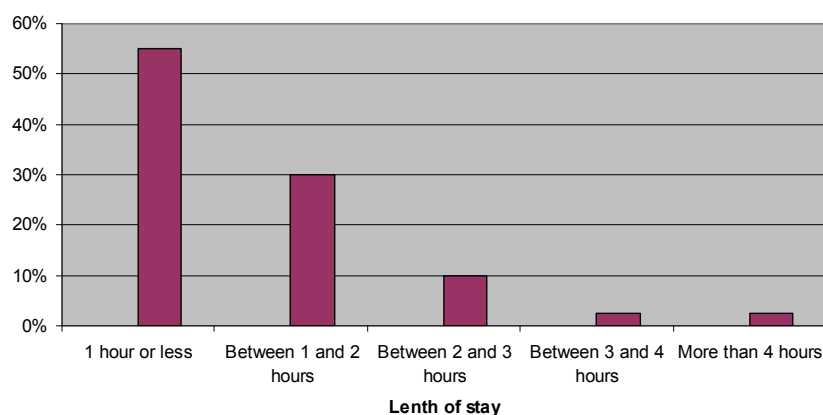
Centre type (on-street)	20 mins or less	Between 20 mins and 1 hour	Between 1 and 2 hours	Between 2 and 3 hours	Between 3 and 4 hours
Local	60%	36%	2%	1%	1%
District	51%	42%	4%	2%	1%
Major	46%	40%	10%	2%	2%
Town Centre	40%	40%	16%	2%	2%



In car parks, the surveys showed average staying time to be as follows:

Centre type (car parks)	1 hour or less	Between 1 and 2 hours	Between 2 and 3 hours	Between 3 and 4 hours	More than 4 hours
Town Centre	55%	30%	10%	2.5%	2.5%

### Length of staying time for town centre car parks surveyed





## Appendix D Parking review – charging options

The following charging options were considered by officers.

CHARGING OPTIONS	Local (£/hr)	District (£/hr)	Major (£/hr)	Metropolitan Town Centre (£/hr)	Long stay (only specified areas) (£/day)	% change in income (relative to 10/11 income)
<b>On-street (CPZs)</b>						
Existing	£0.40 - £1.20	£0.40 - £1.20	£1.00	£0.80 - £3.00	£3.50	
Option 1	£0.30	£0.90	£1.50	£2.40	£4.00	+1.3%
<b>Option 2</b>	<b>£0.30</b>	<b>£0.90</b>	<b>£1.50</b>	<b>£2.10</b>	<b>£4.00</b>	<b>-3.8%</b>
Option 3	£0.30	£0.60	£1.50	£2.40	£4.00	-16.9%
<b>Car Parks</b>						
Existing		£0.40 - £0.70		£0.65 - £1.15	£2.40 - £3.50	
Option 1	£0.20	£0.60	£1.00	£1.30	£4.00	+6.4%
<b>Option 2</b>	<b>£0.20</b>	<b>£0.60</b>	<b>£1.00</b>	<b>£1.30</b>	<b>£4.00</b>	<b>+6.4%</b>
Option 3	£0.20	£0.40	£1.00	£1.30	£4.00	-6.6%

CHARGING OPTIONS SUMMARY	% change in income (relative to 10/11 income)
Option 1	+4.3%
Option 2	+2.2%
Option 3	-10.8%

Option 2 was the favoured option and the table below shows a more detailed breakdown of options members considered based on option 2. This includes concessions to support local businesses by offering on-street parking for the initial 20 minutes at a lower rate or for free. These options are all based on a full year.

Item / option	Predicted on-street income (£)	Predicted car park income (£)	Predicted total income (£)	Variance from 12/13 budget (£)	Comments
<b>Comparative data</b>					
Planned income 2012/2013	1,235,222	1,271,829	2,507,051	N/A	Budget plan
Actual income 2011/2012	1,133,614	1,213,730	2,347,344	-159,707	Actual income
<b>Standard charges proposal</b>					
a) Original charging proposal	1,158,036	1,230,327	2,388,363	<b>-118,688</b>	Proposal without concessions
<b>Options based on 20p / first 20mins on-street</b>					
b) Concession in District,	938,676	1,230,327	2,169,003	<b>-338,048</b>	Local centres remain at the cheaper 10p/first 20 mins rate

Item / option	Predicted on-street income (£)	Predicted car park income (£)	Predicted total income (£)	Variance from 12/13 budget (£)	Comments
Major and Town Centres					
c) Concession in District centres only	1,066,607	1,230,327	2,296,934	<b>-210,117</b>	Local centres remain at the cheaper 10p/first 20 mins rate
<b>Options based on 10p / first 20mins on-street</b>					
d) Concession in District, Major and Town Centres	872,134	1,230,327	2,102,461	<b>-404,590</b>	Local centres are at 10p/first 20 mins already so all areas would be at the same rate for the first 20 mins
e) Concession in District centres only	1,027,955	1,230,327	2,258,282	<b>-248,769</b>	Local centres are at 10p/first 20 mins already so district centres would be at the same rate as local centres for the first 20 mins
<b>Options based on Free / first 20mins on-street</b>					
f) Concession in all areas  This is the option selected by Councillors	754,620	1,230,327	1,984,947	<b>-522,104</b>	There is no effective control mechanism for free tickets and so it would be possible to stay for longer periods than 20 minutes by continuously taking free tickets to extend the duration of stay. This would reduce income to a much greater extent than that indicated in this table. The operating costs of machines would increase and there would be greater pressure on enforcement resources to try to police this arrangement which would be not be effective. This is therefore not a viable option.
g) Concession in Local, District and Major Centres only	922,157	1,230,327	2,152,484	<b>-354,467</b>	Same as (f). Town Centres keep the standard charge rate
h) Concession in Local and	937,429	1,230,327	2,167,756	<b>-339,295</b>	Same as (f). Major and Town Centres keep the standard charge rate

Item / option	Predicted on-street income (£)	Predicted car park income (£)	Predicted total income (£)	Variance from 12/13 budget (£)	Comments
District Centres only					
i) Concession in Local Centres only	1,132,548	1,230,327	2,362,875	<b>-144,176</b>	Same as (f). District, Major and Town Centres keep the standard charge rate

## Appendix E Harrow Card Survey

The Council's current communications supplier was commissioned by Harrow to conduct a survey of shoppers' attitudes to the Card, the key offers and specifically whether they will pay for it. The surveys were undertaken in Pinner (102 shoppers), South Harrow (101 shoppers), Wealdstone (99 shoppers), Harrow Town Centre (99 shoppers). Pinner and South Harrow were selected because they border Hillingdon which offers first 30 minutes free parking. Harrow Town Centre is a Metropolitan Town Centre and Wealdstone is in the Heart of Harrow Intensification Area.

The survey found that shopping offers, rather than free parking for the first 20 minutes is a greater incentive to shop locally. The table below summarises the responses made by shoppers when asked what would encourage them to shop locally.

	<b>Average</b>	Harrow town centre	Wealdstone	South Harrow	Pinner
Offers in shops	<b>60</b>	46	71	46	77
Free parking in the area for the first 20 minutes	<b>15</b>	28	4	20	9
Offers at places to eat	<b>9</b>	21	5	3	6
Offers for leisure activities	<b>3</b>	4	2	3	3
Other	<b>2</b>	4	0	3	0
Don't know	<b>12</b>	3	18	24	2
None of these	<b>1</b>	0	0	2	3

## Appendix F Review of Business Permits

The rates charged for business permits have been inconsistent for some time with a wide range of variation between different areas and categories without a clear rationale for doing so.

It is recommended that all business parking permit charges both on-street and in car parks are reviewed and set in line with the Local Development Framework areas in the same way as the on-street and off-street car parking charges are proposed to be. This would link the charges with the relevant level of economic activity in the area which the permit is issued. Revising these charges will make them simpler, fairer and more comprehensible and transparent.

The changes would require traffic regulation orders to be amended subject to statutory consultation.

### On-street

The suggested on-street charges are as follows:

Location type	Charge (£/year)
Local	£300
District	£400
Major	£500
Town Centre	£600

This equates to the following charges per zone:

CPZ area	Location	Existing Rate (£/yr)	Location type	Proposed Rate (£/yr)
A*	Pinner		District	<b>£400</b>
B	Stanmore	£470	District	<b>£400</b>
C	Wealdstone	£350	District	<b>£400</b>
CA	Wealdstone	£350	District	<b>£400</b>
D*	Harrow		Town Centre	<b>£600</b>
E*	Harrow		Town Centre	<b>£600</b>
F*	Harrow Town Centre		Town Centre	<b>£600</b>
H	Stanmore	£300	District	<b>£400</b>
K*	Harrow Town Centre		Town Centre	<b>£600</b>
L	Rayners Lane	£300	District	<b>£400</b>
M	South Harrow	£300	District	<b>£400</b>
N*	Sudbury Hill		Local	<b>£300</b>
P*	Harrow Town Centre		District	<b>£400</b>
R*	Woodlands Road		District	<b>£400</b>
S*	Kenton		District	<b>£400</b>
TA	Edgware (South)	£350	Town Centre	<b>£600</b>
TB	Edgware (North)	£350	Town Centre	<b>£600</b>

U	Pinner Rd & Country Roads	£300	District	<b>£400</b>
V	Vaughan Road	£300	Local	<b>£300</b>
W	West Harrow	£300	Local	<b>£300</b>
X	Edgware South (Burnt Oak Broadway)	£300	Local	<b>£300</b>

\*In these zones, the parking bay signs are specific to residents only and the signage will need revising to allow business permit holders to park. This will be best done as the zones are reviewed.

### Car parks (off - street)

The suggested car park charges are as follows:

Car park	3 months	6 months	Annual	Parking bay (annual)
Local	N/A	N/A	N/A	N/A
District	250	350	500	600
Major	N/A	N/A	N/A	N/A
Town Centre	300	400	700	800

This equates to the following charges per car park:

Existing car parks	Location type	Existing Permit Cost (£)			Proposed Permit Cost (£)			Company car parking bay permit cost (£/annum)	
		3	6	12	3	6	12	Existing	Proposed
None	Local	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wealdstone, Peel House	District	260	325	470	250	350	500	690	600
Wealdstone, Palmerston Rd	District	260	325	470	250	350	500	690	600
Pinner	District	260	325	470	250	350	500	690	600
North Harrow	District	260	325	470	250	350	500	690	600
Stanmore	District				250	350	500		600
None	Major	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Davy House	Town Centres	260	380	665	300	400	700	828	800
Gayton Rd	Town Centres	260	380	665	300	400	700	828	800
Greenhill Way	Town Centres	260	380	665	300	400	700	800 *300	800

St John's Road	Town Centres	260	380	665	<b>300</b>	<b>400</b>	<b>700</b>	828	<b>800</b>
Queens House	Town Centres	260	380	665	<b>300</b>	<b>400</b>	<b>700</b>	828	<b>800</b>
Vaughan Rd	Town Centres	260	380	665	<b>300</b>	<b>400</b>	<b>700</b>	828	<b>800</b>

\* Greenhill Way car park only Royal Mail Group vehicles (5am – 10am only)

### Permit income

To date less than 15 businesses have qualified for on-street business parking permits, so the income from on-street business parking permits is negligible. This is because the criteria for issuing permits are tightly regulated.

However, in respect of business permits issued in car parks the table below indicates that the existing income received in 2011/12 was approximately £240k. If the proposed rates were applied instead of the existing rates it would generate a modest increase in income of 19k whilst providing a more structured and fair set of charges.

<b>Car park</b>	<b>Existing income 2011/12 (£)</b>	<b>2011/12 based on proposed rates (£)</b>	<b>Change (£)</b>
North Harrow	499	538	39
Central car parks	188,577	204,016	15,439
Queens House	25,612	27,709	2,097
Peel House	25,832	27,831	1,999
<b>Grand Total</b>	<b>240,520</b>	<b>260,093</b>	<b>19,573</b>

## Appendix G

### Long stay residential car parking

#### 1. Proposal

Gayton Road and Queens House car parks have historically both provided parking at a fixed tariff per visit. The parking review recommended opening up both these car parks to some short stay parking. However there will still be significant long stay parking available in these car parks to which the Council could provide some incentives to attract more long stay visitor parking. In addition, Greenhill Way car park also has excess capacity during week days to which long stay seasonal car parking permits could be provided. Greenhill Way car park was not specifically identified for any long stay parking in the first stage of the parking review though this should be corrected for weekday parking only, in light of the excess capacity.

It is important that any spaces provided for long stay seasonal parking do not detract from the short stay 1, 2 and 3 hour parking which is required to support the economy of the town centre and must continue to be considered as the prime purpose of the car parks. To address this issue, it is recommended that specific long term seasonal car parking permits be introduced for all of these car parks and that physical segregation in the relevant car parks be introduced both for business parking permits and separately for those with long stay seasonal parking permits. It is also recommended that the number of spaces available in each of the segregated areas be reviewed on an annual basis.

#### 2. Car park surveys

The number of spaces in these car parks is as follows:

Car park	Number of spaces	Number of dedicated disabled spaces
Gayton Road	273	2
Queens House	450	2
Greenhill Way	270	11

The surveys of car parks recently undertaken has indicated that the occupancy of these car parks is as follows:

Car park	% full	
	Saturday	Thursday
Gayton Road	39%	48%
Queens House	14%	41%
Greenhill Way	65%	30%

The total number of empty spaces at the busiest times when surveys took place was as follows:

Car park	Number of non-disabled spaces	
	Saturday	Thursday



	<b>Used</b>	<b>Empty</b>	<b>Used</b>	<b>Empty</b>
Gayton Road	106	165	131	140
Queens House	65	383	184	264
Greenhill Way	175	84	80	179

### 3. Business permits

Both of these car parks are located in Harrow Town Centre. The proposals put forward for business parking permits (see Appendix F) recommended changing these car park charges as follows:

	<b>Permit Cost (£)</b>			<b>Company car parking bay permit cost (£/annum)</b>
	<b>3 months</b>	<b>6 months</b>	<b>Annual</b>	
<b>Existing car parks</b>				
Gayton Rd	300	400	700	800
Queens House	300	400	700	800
Greenhill Way	300	400	700	800

The number of business parking permits issued in these car parks is shown below. It is not clear whether these permits were issued for a full year or part year.

<b>Car park</b>	<b>Number of business parking permits issued</b>		
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Gayton Rd	22	15	20
Queens House	1	2	2
Greenhill Way	29	133	70

### 4. Proposed charges

It is recommended that a new seasonal parking permit be introduced which is not restricted just to businesses but provides wider access to a defined number of spaces per car park. It is recommended that this charge be set at exactly the same rate as business parking permits. It is crucial to keep the charge the same for both business parking permits and seasonal parking permits as differences between these charges could distort the attractiveness of the car parks and detract from the local economic viability of parking in the car parks for both businesses and visitors to the town centre. It is also recommended that the 3 monthly business parking permit be removed as this would distort the costs and not be viable.

The seasonal parking permit should initially be made available only to those living within the borough. This should be proved by inclusion on the electoral register, recent bank or credit/debit card statement or through a recent utility bill. If the uptake of these permits does not materialise then eligibility could be revised in future years.

Based on these recommendations, the revised charges for both seasonal car parking permits and business car parking permits would be:

	Permit Cost (£)			Company car parking bay permit cost (£/annum) <sup>1</sup>
	1 month	6 months	Annual	
<b>Existing car parks</b>				
Gayton Rd	70	400	700	800
Queens House	70	400	700	800
Greenhill Way	70	400	700	800

<sup>1</sup> Dedicated spaces would not be available for seasonal parking permits

It should also be noted that the following parking season tickets are available in Harrow town centre:

- NCP charge at Harrow on the Hill £97 per month.
- St Anns car park charge £50 per month weekdays only

## 5. Savings

Comparisons between proposed seasonal /business parking permit charge and the existing charges at the car parks is as follows:

Car park	Currently proposed charge for general town centre visitors					Season parking permit charge			Savings <sup>1</sup>		
	Day charge	Equiv week charge for weekdays only	Equiv month charge	Equiv 6 month charge	Equiv annual charge	Monthly charge	6 monthly charge	Annual charge	Monthly saving	6 monthly saving	Annual savings
Gayton Road / Queens House / Greenhill Way	£4	£20	£80	£480	£960	£70	£400	£700	<b>£10</b>	<b>£80</b>	<b>£260</b>
Equiv day charge <sup>2</sup>	£4	£4	£4	£4	£4	£3.50	£3.33	£2.92			

<sup>1</sup> Savings to permit holders will be considerably more if parking is also used on weekends which would be possible at both Gayton Road and Queens House car park.

<sup>2</sup> This has been calculated based on a 5 day week, 20 day month and 240 day year.

## 6. Car park spaces

The number of spaces to release at each of these car parks is a critical decision and needs to be carefully managed. For the initial year, it is recommended to proceed with caution and limit the spaces released to be as follows:

<b>Car park</b>	<b>Number of dedicated disabled spaces</b>	<b>Dedicated to business car parking spaces</b>	<b>Dedicated to seasonal car parking spaces</b>	<b>Daily parking (short stay)</b>	<b>Total</b>
Gayton Road	2	50	50	171	273
Queens House	2	100	100	248	450
Greenhill Way	11	75*	75*	109	270

\* At weekends these spaces should all be made available for daily parking

This provides just 30% over the weekday occupancy observed from the survey day and also allows for more than the full number of dedicated business parking spaces based on the business parking permits issues.

It is recommended that permits issued are colour coded regarding the type of permit and the specific car park and that car park spaces are appropriately segregated regarding the above spacing breakdown.

## **7. Conclusion**

The introduction of a new seasonal parking permit would require the consideration and approval of cabinet and a revised parking management and enforcement plan.

At this stage it is suggested that this measure should only be considered in the town centre as this is where the under occupancy of spaces is most severe. Off street parking place orders would need to be amended in order to set out the segregation between short stay (P&D), long stay season permit and business permit parking as well as the different permits and changes to charges.

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## **REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	26 February 2013
<b>Subject:</b>	Climate Change Action Plan, and Delivering Warmer Homes (HECA) report
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Scrutiny Lead Member area:</b>	Councillor Stephen Wright – Policy Lead for Environment and Enterprise Councillor Sue Anderson – Performance Lead for Environment and Enterprise
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A – Response to O&S comments (18 Dec 2012)

### **Section 1 – Summary and Recommendations**

This report provides responses to the Committee's comments on the draft Climate Change Action Plan and Delivering Warmer Homes (HECA) report, (originally reported to Cabinet on 22 November 2012) which were considered by Overview and Scrutiny Committee on 18 December 2012

#### **Recommendations:**

To consider the responses and provide comments to Cabinet on the strategies.

### **Section 2 – Report**

Appendix D, of the November Cabinet report, set out a draft revised action plan for the climate change strategy.

Appendix I, of the November Cabinet report, set out the draft Delivering Warmer Homes (HECA) report.

Both drafts were subject to public consultation from 30 November 2012 to 28 January 2013.

As part of this consultation, Overview and Scrutiny Committee considered the consultation documents on 18 December and submitted comments. Appendix

A sets out those comments and the responses. These will be reported to Cabinet on 14 March.

### **Financial Implications**

Set out in the report to Cabinet

### **Performance Issues**

Set out in the report to Cabinet

### **Environmental Impact**

Set out in the report to Cabinet

### **Risk Management Implications**

Set out in the report to Cabinet

### **Equalities Implications**

Set out in the report to Cabinet

### **Corporate Priorities**

Set out in the report to Cabinet

## **Section 3 - Statutory Officer Clearance**

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 13 Feb 2013.		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 14 Feb 2013.		

## **Section 4 - Contact Details and Background Papers**

### **Contact:**

Andrew Baker, Head of Climate Change  
020 8424 1779  
andrew.baker@harrow.gov.uk

### **Background Papers:**

Set out in the report to Cabinet

Overview and Scrutiny Committee comments	Response
<p>Concern was expressed at the apparent inconsistencies between this and the previous report on the agenda (Changes in Public Realm Services), citing numerous examples, and the lack of joining up of information across the Council. The officer advised that Appendix A was an old Action Plan which had included everything officers had thought might be required. Appendix D took a more 'broad brush' approach as it was now recognised that the previous Action Plan was too detailed. A consequence of this was that the reports had had to summarise a large amount of the information received from a number of departments</p>	<p>The Climate Change Strategy Action Plan has been revised (following public consultation) to ensure that performance measures are consistent.</p> <p>A separate appendix (Appendix B) has been introduced setting out how we will measure progress.</p>
<p>A Member, referring to page 96 of the report, stated that the population figure was not included in the waste section of Appendix D but that somehow the waste per head and recycling figures were included without this figure. He questioned why, on page 14 of the previous report the figures differed. The officer reassured Members that Appendix D would be completed prior to its further consideration by Cabinet in March 2013 and that these figures would be checked. The figures relating to number of households and population were provided by the Environment Agency.</p>	<p>See above response</p>
<p>There appeared to be no mention of the two main strands in relation to the Council's carbon footprint within Appendix D. In addition, carbon emissions did not appear to have been considered during the commissioning process and there was no activity that monitored the carbon impact of capital spend or commissioning.</p> <p>The officer drew Member's attention to the section in the appendix which recorded the council's carbon footprint and stated that the carbon impact of capital spending was taken into account as part of the capital bidding process but accepted that more weight could be given to this.</p> <p>Another Member stated that there should be a way of ensuring that the embedded carbon effect of capital spend was monitored and recorded.</p>	<p>As indicated above, Appendix B of the revised Action Plan sets out how progress will be measured.</p> <p>There are no plans to report on the embedded carbon implications of capital expenditure.</p>

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<p>The officer replied that, at present, embedded carbon was not measured and that this would be a significantly more complicated exercise. Current government regulations did not require embedded carbon to be measured</p>	
<p>In response to a Member's question in relation to paragraph 2.2.2 and the bid submission for Warmer Homes, Healthy People, the officer advised that £82,000 funding had been received and that the aim was to launch the scheme in January 2013. Officers were in contact with Age UK and the Citizens Advice Bureau with a view to allocating funding.</p> <p>He added that Harrow had submitted a joint bid with five other West London Boroughs to DECC for various energy reduction projects. If the bid was successful this project would be delivered by the end of March 2013.</p>	<p>No further comments.</p> <p>Note that the bid for DECC funds had been successful.</p>
<p>In relation to the paragraphs on Biodiversity and the Natural Environment, a Member questioned how officers were going to ensure that the Council's plans were up to date given the financial constraints. The officer advised that this information had been provided by another team and he was therefore unable to answer detailed questions on this area. The Divisional Director added that the documents were currently draft and would be updated.</p>	<p>Council's Green Grid project has been confirmed for a further year and the introduction of the Harrow Community Infrastructure Levy will provide a potential funding source for the delivery of green infrastructure in accordance with Harrow's Infrastructure Delivery Plan. Officers are continuing to look at ways of funding the revision to the Biodiversity Action Plan.</p>
<p>A Member asked whether a new application for Harrow to be recognised as a Fair Trade Borough had been submitted. Officers undertook to check the position.</p>	<p>Recognition of Harrow as a Fair Trade Borough is not part of the revised Action Plan in the Climate Change Strategy.</p> <p>During the past year, work on Fair Trade has concentrated on developing a solid local network of premises, employers and community organisations making a commitment to Fair Trade principles. This has been quite successful with many groups signing up and some key local employers expressing an interest in supporting the local campaign. Once this has been completed a fresh application will be made to the Fair Trade organisation for Harrow to be recognised as a Fair Trade Borough.</p>
<p>A Member indicated that clarity was required in relation to the reference to the Cold Weather Plan and the 27,000 excess deaths</p>	<p>No further comments.</p>



<p>during December and March each year. She stated that the report read as if these deaths were all in Harrow. The officer clarified that this was a national figure.</p>	
<p>The officer clarified that AMR was an abbreviation for Automatic Meter Reading. This technology allowed the council to monitor energy use on a half-hourly basis in schools and corporate buildings and enabled energy wastage to be more easily identified.</p>	<p>No further comments.</p>
<p>In response to a Member's question on businesses and the public sector, the officer advised that it had been difficult to get a response from SMEs (Small and Medium Enterprises) and that the Council was looking to work with the body replacing the Primary Care Trust on the Health and Wellbeing Strategy.</p>	<p>No further comments.</p>
<p>Members expressed their dissatisfaction with the inconsistencies in the report and indicated that, in the future, they would like all relevant officers who were able to answer their detailed questions to attend the meeting. It was questioned how members of the public could make an informed decision when elected Members were having difficulty in getting the information they needed and it was stressed that the <b>Officers needed to ensure</b> that reports were complete, correct and meaningful. The Chair suggested that some of the issues could be raised with the Corporate Director when she attended the Committee in February 2013 and that, if possible, a further draft be provided to the Committee at that meeting.</p>	<p>Revised drafts of the Climate Change Strategy Action Plan and the Delivering Warmer Homes (HECA) report will be reported to Cabinet on 14 March 2013.</p>

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## **REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE**

---

<b>Date of Meeting:</b>	26 <sup>th</sup> February 2013
<b>Subject:</b>	Corporate Plan
<b>Responsible Officer:</b>	Tom Whiting – Assistant Chief Executive
<b>Scrutiny Lead Member area:</b>	ALL
<b>Exempt:</b>	No
<b>Enclosures:</b>	Corporate Plan Core Outcomes Equalities Impact Assessment

### **Section 1 – Summary and Recommendations**

This report forms part of an integrated series of papers (that include the budget papers) which are to be considered by Cabinet on 14<sup>th</sup> February and Council on 28<sup>th</sup> February.

The Corporate Plan sets out the Council's strategic direction, vision and priorities for the next two years. Cabinet will have considered the plan by the time O&S meet, but it will then go on to be formally adopted by Council on 28<sup>th</sup> February.

#### **Recommendations:**

O&S are asked to comment on the Corporate Plan.

### **Section 2 – Report**

#### **Introductory paragraph**

The Council's Corporate Plan sets out the strategic direction for the authority, its vision, priorities and key initiatives which describe and illustrate our

programme of activity for the forthcoming two years and against which the Council is happy to be judged.

The Corporate Plan is the narrative that accompanies the budget, which will also be considered by Cabinet and Council in February. This year, the Corporate Plan runs for two years to align itself with the fact that a two year balanced budget has been put forward. It should be noted that the Corporate Plan assumes the position recommended to Cabinet with regard to Council Tax. It also reflects the feedback gathered from consultation the Council has undertaken, specifically the 'Lets Talk' stakeholder events. These consisted of two budget consultation events with our key stakeholders from the local community, voluntary, private and public sectors. These events allowed us to hear directly from our partners and gave them the opportunity to shape our budget, principles and financial plans for the future. Their ideas and help with prioritising council services contributed to the final decision-making process including the proposed increase to Council Tax.

The Plan also includes core outcomes this year. The core outcomes help to articulate more specifically where we want our emphasis to be during the next two years within each corporate priority and will help services take decisions in the commissioning and service planning process on how best to allocate and align resources. The development of the core outcomes was based on current service outcomes as defined within key current Council plans and strategies. They therefore reflect current council business rather than a fundamental change in activity. A full EQIA has been carried out on the outcomes and is attached for information.

The Plan also sets out the Council's thinking about its future shape and size; how to deliver services in collaboration with partners and residents and bringing about new relationships that has the potential to unlock major savings.

### **Financial Implications**

The financial implications of the Corporate Plan are set out in the Final Revenue Budget.

### **Performance Issues**

The performance implications of the Corporate Plan are set out in the Final Revenue Budget.

### **Environmental Impact**

The environmental implications of the Corporate Plan are set out in the Final Revenue Budget.

### **Risk Management Implications**

The risk management implications of the Corporate Plan are set out in the Final Revenue Budget.

### **Equalities Implications**

An Equalities Impact Assessment has been carried out for the outcomes and is attached for information.

### **Corporate Priorities**

The Corporate Plan sets the Council's corporate priorities. The Corporate Plan is one of the plans which must be approved by Council.

### **Section 3 - Statutory Officer Clearance**

Name: Julie Alderson	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 7 <sup>th</sup> February 2013		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 7 <sup>th</sup> February 2013\		

### **Section 4 - Contact Details and Background Papers**

**Contact:** Rachel Gapp, Corporate Affairs Manager Ext: 8774

#### **Background Papers:**

Corporate Plan 2012-13

Strategic Performance Report – Quarter 2

Draft Budget Paper considered at Cabinet in December 2012

Core Outcomes EQIA

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# Harrow Council

## Corporate Plan

2013 - 15

Final Version 4<sup>th</sup> February 2013

## Harrow Council Corporate Plan 2013 - 15

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## **Foreword by Leader of the Council**

Despite the significant financial challenges we are facing, I believe in a great future for Harrow. We are a well-run, low cost and efficient Council with ambitions to create a thriving local economy, to protect our residents who are most in need and to do our best to ensure everyone has a decent home.

This year's budget, which is balanced for the next two years, has been the most challenging in decades and we have had to make tough decisions to balance the books. Between 2010 and 2015 we will have taken £75m out of a controllable budget of £188m. Our situation is worsened by a historically low grant from central Government which has also meant that, over the years, we have been unable to build up our reserves to the level of other councils. It was with a heavy heart that we decided to raise Council Tax by 2% but this means we are able to keep our libraries and children's centres open, invest in care for the elderly and increase the number of children's social workers we employ. We can also retain our programmes to get people into work and invest in a local Harrow Card to promote local shopping and support our businesses and town and district centres. However, we will be taking every opportunity to fight for a fair deal for Harrow and improve our share of grant funding allocated to Councils each year.

I am particularly concerned about the impact of the Welfare Reform Act on our most vulnerable residents and we are working hard to ensure they are fully informed and have access to support, not just from us but from our partners in the Third Sector and the wider community. It is also why we are launching the Harrow HELP Scheme to provide a safety net for those who are really struggling. My personal ambition is to increase the amount of affordable housing this borough is able to provide, ensuring that our residents can afford to live in the borough, making the most of family networks and keeping communities together.

Our vision, which was set together with the people of Harrow, is: 'Working Together, our Harrow, our Community,' and we take it and the engagement process we went through to agree it, very seriously. That's why we will continue to engage positively with our partners and residents when making key decisions on how to deliver that vision. We will listen and use this feedback to shape the future of the Council.

As well as listening to our residents, we are also keen that they get involved. Given the significant funding cuts being made by Government and financial pressures we are facing, it is important that residents also help us to reduce costs, by doing something for their community. Whether it is becoming a Neighbourhood Champion, putting litter in the bin, picking up litter outside your home, recycling more or volunteering, there are many things that can be done that will ensure we can then target our resources more effectively.

Government cuts are and will continue to make this a challenging environment for any Councillor who wants the best for their community. But I know that with your help, together we can meet these challenges.

Cllr Thaya Idaikkadar  
Leader

## Introduction

In 2010, the Government's Comprehensive Spending Review meant Councils received the most challenging funding settlement in decades, resulting in a 28% cut to local government funding over the 4 years to 2014/15. As a consequence Harrow Council will have delivered £75m worth of savings from a controllable budget of £188m between 2010 and 2015 (£62m of this is as a result of cuts to our grant funding and £13m as a result of increasing demands and pressures on our services).

By and large we have demonstrated a successful track record in delivering these savings through our Better Deal for Residents and Transformation programmes which identified efficiencies; adopted a more commercial approach to our major contracts and procurement to secure better value for money; installed new technologies in our libraries and refuse vehicles; and introduced new and innovative ways of delivering services such as children's centres, reablement and online customer services. We have also reduced management and staffing costs through a commitment to reduce the number of senior managers from 30 to 20 and the staff terms and conditions project. This meant that as well as modernising and simplifying staff terms and conditions, senior managers have seen their pay reduce by 2.5%, other staff took a 1% pay cut and the lowest paid are now guaranteed the London Living Wage. Overall, our workforce is now 20% smaller than it was 6 years ago. This has meant that we have been able to contain growth in demand for services and inflation and reduce our costs whilst continuing to make real improvements to some areas and protecting other services.

As a Council we have had to do this against a challenging and constantly changing backdrop. For example, the Census results last year showed we now have 1,000 more people aged over 80 and some 3,900 more 0-4 year olds, increasing the demand for adult social care services, early year's services and school places. We are also facing increasing demands from an increased level of scrutiny and regulation of services, particularly for children.

We are also in the midst of implementing a large public sector reform agenda from Government that is transferring new responsibilities to the Council, some of which are underfunded as the level of funding the Council is set to receive is insufficient to meet the current demands for these services. This means the Council has to decide between reducing the level of service on offer so it fits the level of funding received or find savings from elsewhere within the Council budget to make up the shortfall.

Some of the reforms also provide us with new and exciting opportunities to influence residents' quality of life for the better, like the health reforms, the transfer of public health to the Council from April 2013 and the increasing role given to local authorities to promote local economic growth. It means that despite the challenging circumstances faced by the Council, businesses and our health partners, we remain positive about delivering our ambitions for our residents' health and well-being and our long term vision for housing and business growth as set out in our 15 year development plan – the Core Strategy.

For the first time, we have set a balanced budget for the next two years (2013/14 and 2014/15.) In doing so, we have had to take some very difficult decisions, like putting up Council tax this year by 2% in order to protect important services like keeping libraries and children's centres open and investing in care for the elderly and the number of children's social workers to cope with increasing demand for these services as a result of population growth. It also sets a direction to 2015 and beyond that enables the Council to realign its limited resources to reflect key priorities and re-

focus on what we can all do together to promote a thriving local economy and support those most in need within our community.

### **2012 Achievements:**

- Created and attracted £296m of strategic development and investment into the borough (since 2009) and permitted a further £1.1bn of development particularly with the granting of planning permission for the Kodak Site;
- Helped over 145 people back into work through our Xcite programmes and apprenticeship schemes;
- Facilitated a 7.7% rise in the number of active businesses in the borough through a package of support to businesses including markets, festivals and a 'How to set up a Business' Guide;
- We continue to have some of the best schools in the country. We are ranked 6<sup>th</sup> nationally by Ofsted as an area where pupils are most likely to attend a good or outstanding primary school. The innovative Harrow Schools Improvement Partnership (HSIP) set up by the Council continues to support schools in their achievements, whilst making significant savings to the overall costs of school support;
- We have some of the highest numbers of young people in education, employment or training nationally;
- Our adoption service continues to be one of the best in the country;
- Nearly 64% of Harrow students achieved the national benchmark of 5 A\*-C GCSEs including English and Maths, putting the borough 21<sup>st</sup> in the country. A number of local schools and academies have again achieved their best individual results.
- 97% of adult social care users felt personal budgets had improved their quality of life;
- Tenant and leaseholder satisfaction with repairs and major works projects has been maintained;
- Despite the economic conditions we have one of the lowest homeless rates in London;
- Recycling rates remain at around 50%;
- We organised the Queen's visit to the borough to celebrate her Diamond Jubilee;
- We welcomed the Olympic and Paralympic torch relays to the borough;
- There has been a 20% increase in people using the leisure centre since we introduced new management in 2011;
- We won awards for our innovative online banking style MyHarrow account which now has just under 30,000 subscribers;
- 90% of calls to the Council's contact centre are answered in 30 seconds and 90% are resolved at first point of contact;
- We achieved the Customer Service Excellence standard for the third year in a row
- We have set up a joint legal practice and Public Health Service with a neighbouring borough enabling us to reduce costs whilst maintaining service levels;
- Levels of serious youth violence and residential burglaries are now falling;
- We have modernised and simplified the terms and conditions for Council employees that also delivers the London Living Wage for the lowest paid Council staff;
- The Equality and Human Rights Commission praised Harrow Council for our transparency and ease of access to equalities data and assessments;
- We have achieved significant procurement savings from our print, highways and repairs contracts amongst others.

## **Council Vision & Priorities to 2015:**

The Council's vision is, and remains: '**Working Together: Our Harrow, Our Community**'

The vision is rooted in the community and our ambition for the borough. We believe that the people of Harrow are what makes us strong, distinctive and will enable us to succeed. As a community, Harrow is one of the most religiously diverse boroughs in the country, around 139 different languages are spoken, and we have more married couples than anywhere else in the UK. The people of Harrow respect each other, encourage each other and support each other.

As a Council, we will continue to make engaging and involving the community the hallmark of our approach to developing and providing services. We will continue to engage with our partners, service users, businesses and residents and listen to their needs, using that feedback to inform our decisions, services and priorities. It has therefore never been more important for us to continue to work together to improve the quality of life for everyone in Harrow given these tough economic times.

As a Council we will continue to deliver the vision by realigning expenditure over the next two years to ensure we target our resources to make the biggest impact on key outcomes within our agreed Corporate Priorities:

- 1. Supporting and protecting people who are most in need,**
- 2. Keeping neighbourhoods clean, green and safe,**
- 3. United and involved communities, and**
- 4. Supporting our town centre, our local shopping centres and businesses.**

We will achieve this by taking decisions that reflect five fundamental principles:

### ***1. Continuing to make savings within the Council***

We must become a more enterprising and business-like organisation and consider how, as a Council we can become less reliant on a continuously diminishing Government grant by exploring every opportunity to bring new sources of income into the Council in order to have the financial means to protect the services, priorities and outcomes residents most need. We will continue to aspire to deliver better outcomes in the most effective, efficient and sustainable way and ensure our IT infrastructure is able to support this. We will therefore:

- Continue to improve our procurement process to extract greater value for money from our contracts;
- Continue to reduce staffing costs through reorganisation and introducing tighter spending controls on interim and agency staff;
- Explore options for trading and providing services with other boroughs and expanding our joint legal practice;
- Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology;
- Reduce the number of formal committee meetings;
- Change the way we work in the Civic Centre, by reducing the need for staff to come into the office by giving them up to date IT, thus enabling them to spend more time out in the community and the Council to reduce the overall size of our office space.

## **II. Ensuring the services residents need most are protected from drastic cuts**

As far as is possible we want to try to limit the levels of cuts and savings required from service areas that play a vital role in delivering our corporate priorities. We want to be able to re-focus our resources to help people help themselves and their communities more. We will need to look at how, by working with residents and the voluntary and community sector, we can improve the capacity and resilience of all communities within the borough to be able to come up with solutions to the challenges their communities face and be able to step in where public services can no longer operate. We will therefore:

- Retain the current waste collection cycles;
- Keep Children's Centre Services open;
- Keep Harrow Arts Centre, Museum and Libraries open;
- Ensure leisure and sports facilities remain available to the community;
- Protect services to carers and reablement services;
- Invest in extra children's social workers and adult social care in order to meet rising demand and population growth;
- Look at how we can engage with residents so they can help us to reduce costs by doing something for their community, for example; becoming a Neighbourhood Champion, picking up litter, recycling more or volunteering.

## **III. Supporting residents most in need, in particular, by helping them find work and reducing poverty**

We will continue to prioritise our core commitment to help and support those most in need in our community. One of the most important ways in which we can help residents improve their quality of life, health and wellbeing in these difficult times is to help those in need to get out of or avoid poverty, maximise their income and find work. We will therefore:

- Launch the Harrow HELP Scheme to improve the access to support and advice for residents affected by the economic downturn and welfare changes;
- Work with the voluntary sector to improve access to debt and financial advice, encourage the use of credit unions and prevent residents from having to use loan sharks or pay day loans;
- Continue to invest in our successful Xcite employment programmes and graduate apprenticeship scheme to help get our local residents and young people into work;
- Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people;
- Support economic growth and development in the borough by helping to create 4,000 new jobs and 5,350 new houses, including affordable houses, by 2026;
- Deliver an efficient public health service within the resources available, to positively influence resident's health and well-being;
- Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external funding;
- Explore the setting up of a Harrow Energy Co-operative to help reduce fuel bills and alleviate fuel poverty;
- Consider how we can best continue to support those families at risk from homelessness to remain within the borough.

#### **IV. Encouraging growth and investment in Harrow, supporting the Town Centre, local businesses and district centres.**

Harrow is a borough with significant potential. The regeneration programme for the borough is a once in a generation opportunity to make a real difference to the place and people's quality of life by building new houses, encouraging business development, improving the town centre and district centres and creating new job opportunities. Encouraging growth in the local economy is a vital component in being able to offset some of the worst effects of the current economic conditions. It raises much needed income to invest in social infrastructure such as schools, leisure and sports facilities and transport improvements that the people of Harrow can be proud of. We will therefore:

- Continue to deliver the £1bn regeneration investment into the borough and associated improvements to our shopping and leisure facilities;
- Explore creating a single access point for information and advice for businesses particularly on Council contracts, apprenticeships, fair pay and sustainability;
- Introduce a 'Harrow Card' available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses;
- Use our Capital Programme to support our regeneration ambitions by investing in additional school places, a substantial housing adaptations programme, maintaining our roads and pavements and improving St Ann's Road and Lowlands Recreation Ground;
- Invest in house-building and increasing the supply of affordable housing for residents in need of a home by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building;
- Consider ways of bringing stalled developments and empty properties back into use;
- Encourage use of our libraries and the upgraded People's IT Network so that everyone has the ability to access services online.

#### **V. Working with our partners and listening to our residents to make sure the right decisions are made for the community**

Community engagement and involvement is an important feature of how this Council approaches decision-making. Given these tough economic times, it has never been more important for everyone to have the opportunity to get involved and take part in the planning, development, delivery and scrutiny of services. The Council and its partners will continue to work together to make sure that services remain focussed on responding to the needs of residents and businesses and improve the quality of life for everyone in Harrow. We will therefore:

- Listen to our partners and residents through Let's Talk events on important issues and our consultation programme on major changes to key services;
- Improve the way in which we empower young people to be involved in decision making and make an effective contribution to community life;
- Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough;
- Increase the number of tenants and residents involved in shaping and scrutinising the housing service.

As a result, Council staff, regardless of level or role will continue to experience significant change particularly as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. The Council's new Strategy for People 2013-2016 will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and will focus on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community.

### **The Council Beyond 2015:**

We know there are some tough times still ahead. Given the Government's deficit reduction plan will have to continue until at least 2018, the need for the Council and other parts of the public sector to continue to make further savings will not go away. The Medium Term Financial Strategy already predicts gaps in the order of £15.7m in 2015-16 and £14.2m in 2016-17. If we are going to successfully lever out this level of additional saving whilst retaining the ability to deliver against our vision and priorities, protect key services and continue to make a difference to the shape of the borough and people's lives there is a need to start considering now, what shape the Council should take from 2015 onwards, and what outcomes we will be able to afford to deliver.

We will have a huge agenda and limited resources, so the status quo will no longer be an option. We will need to continue to push the boundaries of innovation and transformation whilst retaining a focus on our priorities and their key outcomes. This will mean doing things differently, scaling back some operations and stopping others in order to be able to ensure a continued focus on the areas of greatest need where we can have the maximum impact.

The principles we have set ourselves in this Corporate Plan and Medium Term Financial Strategy will continue to set an important foundation stone for the next phase of the Council's transformation. So for instance, particular consideration will need to be given to: the risks and opportunities of becoming a more commercially minded and enterprising organisation able to raise more of its income locally; exploring how we can continue to attract further investment and new businesses to the borough and supporting existing businesses to grow; the opportunities for sharing further services with neighbouring boroughs or pan-London; how we can work with residents and partners to reduce demand for public services and switch services from treating problems to preventing problems; and how we can re-negotiate the relationship with residents so people and communities are better able to help themselves more.

Setting a balanced budget for the next two years, allows time for that debate to take place with residents and partners on what the way forward should look like and how, together, we can get there.

## Corporate Delivery Plan 2013 – 2015

<b>Corporate Priority</b>	<b>Supporting and protecting people who are most in need</b>
Specific outcomes we want to achieve	<p>a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</p> <p>b. Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</p> <p>c. Harrow residents are supported to live as independently as possible.</p> <p>d. Improve the mental health and well-being of residents, particularly young children and teenagers.</p> <p>e. Maintain life expectancy in the borough but reduce the health inequalities gap. .</p> <p>f. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue doing:</i></b></p> <ul style="list-style-type: none"> <li>• Keep children’s centres open so families can access information and services from a team of professionals tasked with supporting parents to give young children the best start in life</li> <li>• Provide early intervention services to prevent safeguarding issues developing, reduce involvement in crime and target teenagers most at risk</li> <li>• Increase the number of people with personal budgets and able to access the online care portal to find support products, services, activities and events that meet their needs</li> <li>• Provide short term intensive reablement support to residents to restore their independence and prevent admission to hospital</li> <li>• Assist families who are experiencing inter –generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver a joint public health service with a neighbouring borough</li> <li>• Work to reduce incidences of domestic violence</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Provide employment support for unemployed residents</li> <li>• Increase job creation through encouraging business development and growth in the borough</li> <li>• Introduce a Harrow Help Scheme to provide information, support and emergency relief to households affected by Welfare changes in the borough</li> </ul>



	<ul style="list-style-type: none"> <li>• Invest in improving the provision of information and advice services through the voluntary and community sector for those most in need</li> <li>• Increase the supply of affordable housing and using the private sector more to help meet the housing need</li> <li>• Explore a licensing scheme for private sector rental properties</li> <li>• Increase the number of social workers looking after children</li> <li>• Support young people to make a positive contribution to society</li> <li>• Drive continuous improvement in services to meet and exceed the raised standards of regulators including Ofsted, by implementing the improvement plan for Children’s Services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Work with the West London Alliance to secure a better contract that will save us money on the Supporting People grants</li> <li>• Reduce the demand for special needs transport by delivering independent travel training and exploring options for an alternative provider</li> <li>• Restrict the issuing of taxicards to match the available funding from Transport for London</li> <li>• Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external sources of funding</li> <li>• Develop community capacity to support vulnerable people</li> </ul>
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<p>Indicators that show how we are delivering against the outcome</p>	<p>The satisfaction of users of care services and the extent to which users feel safe and secure, for example:</p> <ul style="list-style-type: none"> <li>• The proportion of people who use services and say that those services have made them feel safe and secure.</li> </ul> <p>Measures relating to the safeguarding of children for example:</p> <ul style="list-style-type: none"> <li>• Children who become subject to a Child Protection Plan for a second or subsequent time</li> </ul> <p>Measures which show the impact of our targeted early intervention services such as those offered through our Childrens Centres.</p> <p>Regular monitoring of trends and actions relating to housing supply and the ways in which residents are assisted to find employment, for example:</p> <ul style="list-style-type: none"> <li>• Provision of affordable new rented and intermediate housing to address housing priorities across Harrow</li> <li>• How Harrow's figure for the percentage of residents claiming Job Seekers Allowance differs from that of London as a whole</li> </ul> <p>Indicators of new job creation, such as the projections of employment arising from new developments and the success of Council employment programmes such as Xcite.</p> <p>Measures related to support for residents to live independent lives, for example:</p> <ul style="list-style-type: none"> <li>• Percentage of clients who do not receive ongoing social care following a reablement service;</li> <li>• Client satisfaction with the reablement service.</li> <li>• Satisfaction and quality of life as a result of receiving a personal budget</li> </ul> <p>Life expectancy and trends in underlying health indicators, for example birth weight, infant feeding, obesity in children, smoking prevalence and diabetes rates.</p> <p>Measures of the difference in educational attainment between identified groups of children and the schools population generally, for example:</p> <ul style="list-style-type: none"> <li>• The reduction in the gap in achievement between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in both English and Mathematics at Key Stage 2.</li> </ul> <p>Measures which enable us to understand the success of our Families First Programme and the new Harrow HELP Scheme, such as specific employment measures for those families in the programme and the impact of help and advice for those impacted by welfare reform.</p> <p>The number of families in Harrow who are homeless or in priority need of housing.</p>
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<p><b>Corporate Priority</b></p>	<p><b>Keeping neighbourhoods clean, green and safe</b></p>
<p>Specific outcomes we want to achieve</p>	<p>a. The Council, residents &amp; businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism.</p> <p>b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment.</p> <p>c. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe.</p> <p>d. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling.</p>
<p>Key projects and initiatives to deliver those outcomes</p>	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Retain the current waste collection cycles, recycling service and waste minimisation plans</li> <li>• Deliver the Local Transport Implementation plan</li> <li>• Assist families who are experiencing inter-generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow</li> <li>• Promote community cohesion and prevent violent extremism</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Deliver additional street cleaning in the town centre</li> <li>• Develop our Neighbourhood champions network of volunteers whose role is to inform the Council about everyday street level nuisances such as litter, graffiti, fly-tipping etc</li> <li>• Explore the use of spot fines for environmental crimes such as littering, spitting and dog fouling</li> <li>• Create the Harrow Home Improvement Agency to help landlords and home owners with a disability to make adaptations to their homes</li> <li>• Implement a plan to improve our Youth Offending service</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Introduce the innovative PRISM project which will deliver a new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Review grass cutting and street sweeping cycles across the borough</li> <li>• Achieve further efficiencies through innovative highways maintenance</li> <li>• Use external sources of funding to improve levels of insulation in properties to reduce energy usage and carbon emissions</li> </ul>

	<ul style="list-style-type: none"> <li>• Review our in-house trade waste service and consider possible alternative providers</li> <li>• Review our in-house pest control service and consider possible alternative providers</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>A survey conducted three times a year which measures the cleanliness of streets, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI195a) Improved street and environmental cleanliness – litter;</li> </ul> <p>Measures of the amount of waste that is being recycled, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI192) Percentage of waste sent for re-use recycling and composting;</li> </ul> <p>Measures of the number of volunteers involved in helping the Council deliver this Corporate Priority, for example:</p> <ul style="list-style-type: none"> <li>• Number of active Neighbourhood Champions;</li> </ul> <p>Regular monthly data on a number of environmental issues that helps us monitor, for example, trends in graffiti, noise and nuisance behaviour;</p> <p>Results of a quarterly survey conducted by the Metropolitan Police which asks about the fear of crime.</p> <p>Measures of air quality, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI186) Per capita Carbon Dioxide emissions within the scope of influence of Local Authority.</li> </ul> <p>Measures of energy efficiency in local homes to assess the impact of insulation programmes.</p> <p>Assessing the quality of highways to ensure the Council is receiving value for money from its contract.</p> <p>Success measures around the Youth Offending improvement plan, such as:</p> <ul style="list-style-type: none"> <li>• Re-offending rates for young people.</li> </ul> <p>Six monthly perception surveys on whether Harrow residents feel that community cohesion is improving.</p> <p>Measuring the success of the Green Grid and how green space in Harrow is better connected and managed.</p> <p>Measuring the success of the Harrow Home Improvement Agency in terms of the speed at which adaptations are carried out and the impact of these on residents' quality of life.</p>

<b>Corporate Priority</b>	<b>United and Involved Communities</b>
Specific outcomes we want to achieve	<p>a. Increase participation in art, sport, leisure and cultural activities.</p> <p>b. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow.</p> <p>c. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community.</p> <p>d. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Provide a comprehensive Library service</li> <li>• Engage local residents and partners in the big decisions through our Lets Talk events</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow.</li> <li>• Produce Harrow's annual arts and culture festival 'Under One Sky'</li> <li>• Give young people the opportunity to participate in the London Youth Games</li> <li>• Continue to use our sustainable procurement strategy to ensure spend, tenders and contracts support the development of local supply chains and increase local employment and training opportunities</li> <li>• Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Pursue further income generating opportunities for Harrow Arts Centre to make it more self-financing including the possible redevelopment of the site to improve the facilities</li> <li>• Explore the full commercial potential of Harrow Museum</li> <li>• Increase the number of tenants and residents involved in shaping and scrutinising the housing service</li> <li>• Offer further opportunities for volunteers to engage with and support a wide range of services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Ensure leisure and sports facilities remain available to the public by attracting private investment</li> <li>• Work in partnership to support Harrow Young Musicians to become self-financing</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce Council expenditure on the maintenance of parks by returning some to open spaces, encouraging the creation of more community park user groups and attracting private investment</li> <li>• Support the community to run cultural events themselves by, for example, providing advice on licensing and health and safety</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in adult participation in sport through the Active People Survey.</p> <p>Measures relating to the use of libraries (in person and remote) and user satisfaction, for example:</p> <ul style="list-style-type: none"> <li>• percentage of people up to 16/over 16 who report their library as good or very good (biennial Public Library User Survey)</li> </ul> <p>Trends in numbers of visits to the Arts Centre, Museum, Leisure Centre and related user satisfaction, plus the success of initiatives to bring in greater income to the Arts Centre and Museum.</p> <p>The amount of time contributed by volunteers to Community and Culture services and the numbers of active Neighbourhood Champions.</p> <p>Surveys which monitor residents' views of how well informed they feel, how far the Council takes their views into account, how far they can influence decisions affecting their area and how well people get on together locally.</p> <p>The response rate to Residents' Panel surveys.</p> <p>Measure the impact of the Council's sustainable procurement strategy.</p> <p>Work with the third sector to understand the impact of the third sector strategy.</p> <p>Measure the impact and involvement of tenants and residents involved in shaping and scrutinising the housing service.</p>

<p><b>Corporate Priority</b></p>	<p><b>Supporting our town centre, our local shopping centres and businesses</b></p>
<p>Specific outcomes we want to achieve</p>	<p>a. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough.</p> <p>b. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure.</p> <p>c. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</p>
<p>Key projects and initiatives to deliver those outcomes</p>	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>• Support £1bn investment into the borough by 2026 to deliver new jobs, housing and improve leisure and shopping facilities, specifically: <ul style="list-style-type: none"> <li>○ Opening Stanmore Business and Innovation Centre</li> <li>○ Support the development of a Business Improvement District in Harrow Town Centre</li> <li>○ Facilitate development in Harrow Town Centre, bringing more affordable housing, retail and commercial space</li> </ul> </li> <li>• Actively promote Harrow as a place for inward investment and enterprise</li> <li>• Encourage empty properties to be brought back into use</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>• Introduce a Harrow Card available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses in difficult economic times</li> <li>• Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people</li> <li>• Invest in Harrow Town Centre by improving St Ann’s Road and Lowlands recreation ground</li> <li>• Invest in house-building by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building</li> </ul> <p><b>What we will have to do differently:</b></p> <ul style="list-style-type: none"> <li>• Consider alternative funding options for the adult learning service in the light of a Government review</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in the numbers of jobs, vacancies, apprenticeship opportunities and unemployed people.</p> <p>Measures relating to the vacancy rates in the Town Centre and district centres, which will help derive the success of Council initiatives such as</p>

	<p>Business Improvement Districts and development plans.</p> <p>The amounts of office and retail floorspace delivered and projections of employment arising from new developments.</p> <p>Trends in the number of VAT-registered enterprises.</p> <p>The amount of affordable new rented and intermediate housing provided to address housing priorities across Harrow.</p> <p>The number of empty properties and underused plots of land brought back into suitable use.</p> <p>The impact of the Harrow Card on residents and businesses.</p>
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	<b>Efficient and Effective Organisation</b>
Specific Outcomes we want to achieve	<p>We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, reducing the silos between services within the Council and continuing to collaborate through the West London Alliance and with other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible outside of the normal 9-5 business hours.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Reduce staffing and management costs</li> <li>• Find further efficiency savings in all departments</li> <li>• Retain our resident contact centre in Harrow</li> <li>• Continue to encourage more of our residents to use our online banking-style MyHarrow Account to access Council services</li> <li>• Rationalise and maximise the use of Council property assets</li> <li>• Contain our utility costs by installing energy efficiency measures in our buildings and schools</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Improve procurement to get the most out of our contracts</li> <li>• Look at ways to increase income</li> <li>• Improve our financial management</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Modernise our back office functions to reduce costs</li> <li>• Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Streamline the way we make decisions by reducing the number and frequency of formal Council committees</li> <li>• Close face-to-face and telephone contact in designated service areas and move transactions online</li> </ul>
Indicators that show how we are delivering against the outcome	<p>Measures relating to customer contact including the resolution of issues at first contact, the satisfaction with our customer services and the growth in use of the MyHarrow Account.</p> <p>Other channel migration measures such as the number of webforms being used by residents.</p> <p>Resident perceptions of the ease of use of the website.</p> <p>The impact of PRISM to ensure the successful delivery of this new and innovative project.</p> <p>Regular monitoring of projects which will increase efficiency and reduce</p>

	our costs, such as procurement related work and rationalising our property portfolio.
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## Full Equality Impact Assessment (EqIA)

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this form and assessment.

What are the proposals being assessed?	The Council's Core Outcomes
Which Directorate / Service has responsibility for this?	Resources – Strategic Commissioning
Name and job title of lead officer	Rachel Gapp – Corporate Affairs Manager
Name & contact details of the other persons involved in the EqIA:	Alex Dewsnap – Divisional Director Strategic Commissioning Liz Defries – Service Manager Corporate Performance
Date of assessment:	22 <sup>nd</sup> January 2013

### Stage 1: Overview

95 What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc)	At CSB on 14 <sup>th</sup> March 2012, as part of the discussion on taking forward a commissioning model for the council, CSB requested work to commence on articulating a set of core outcomes for the Council in order to help shift the emphasis on what we do. The development of a set of core outcomes would be based on current service outcomes as defined in commissioning panel papers and the priorities within key current Council plans and strategies. They would therefore reflect current council business rather than a fundamental change in activity. The agreed set of core outcomes would: <ul style="list-style-type: none"> <li>- Guide the commissioning and integrated planning process for 13/14 onwards</li> <li>- Be thematic and cross-council</li> <li>- Help inform thinking about what is realistic, affordable and the standard to which services should be delivered</li> <li>- Not be limited to just the things we can easily measure</li> <li>- Be practical in order to help services prioritise resource allocation and identify areas for de-commissioning</li> </ul>
2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?	Member support Organisational buy in to the agreed commissioning model for the council
3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal	There are 2 main groups of customers: Staff and Members, who will use the core outcomes to inform proposals and decisions made during the

customers, communities, partners, stakeholders, the workforce etc.	<p>commissioning and integrated planning process and the service planning process.</p> <p>Residents – the outcomes aim to define more clearly where the council wants to focus its effort and resources on and the difference that residents should see as a result. Changing the emphasis to ‘what we do’ rather than ‘how we do it’</p>
<p><b>4. Is the responsibility shared with another department, authority or organisation? If so:</b></p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> </ul>	<p>All services areas are involved in the delivery of the core outcomes.</p> <p>The nature of the outcomes also means that invariably more than one organisation, locally or nationally has a role to play in affecting a particular outcome. Achievement of the outcomes is not always the sole preserve of the council. Responsibility ultimately therefore has to be shared between the council and its partners.</p>
<p><b>4a. How are/will they be involved in this assessment?</b></p>	<p>At this stage the core outcomes as set out in the Corporate Plan try to articulate the specific contribution that the council can play in delivering them. The next stage of development will be to engage partners in agreeing a set of outcomes that all partners within the borough can collectively work towards.</p>
<p><b>Page 2: Monitoring / Collecting Evidence / Data</b></p>	
<p><b>5. The core outcomes have been mapped against the protected characteristics below. Appended to this EQIA is a table which can be cross-referenced to see the measures and data used to evidence and monitor each core outcome. Many of the core outcomes will benefit all protected characteristics such as those under keeping neighbourhoods clean, green and safe and under united and involved communities.</b></p>	
<p>Age (including carers of young/older people)</p>	<ul style="list-style-type: none"> <li>• Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> <li>• Harrow residents are supported to live as independently as possible.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> <li>• Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> </ul>
<p>Disability (including carers of disabled people)</p>	<ul style="list-style-type: none"> <li>• Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>• Harrow residents are supported to live as independently as possible.</li> <li>• Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> <li>• Increased participation in art, sport, leisure and cultural activities.</li> <li>• Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow</li> </ul>
<p>Gender Reassignment</p>	<ul style="list-style-type: none"> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> </ul>
<p>Marriage / Civil Partnership</p>	<ul style="list-style-type: none"> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> </ul>
<p>Pregnancy and Maternity</p>	<ul style="list-style-type: none"> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> <li>• Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> </ul>

	<ul style="list-style-type: none"> <li>Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> <li>Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> <li>Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> </ul>
Race	
Religion and Belief	
Sex / Gender	<ul style="list-style-type: none"> <li>Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> <li>Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> </ul>
Sexual Orientation	
<p><b>6. If you have insufficient data on any of the protected characteristics, is there any other (local, regional, national research, reports, media) data sources that can inform this assessment?</b></p> <p>Include this data (facts, figures, evidence, key findings) in this section.</p>	<p>Where appropriate, measures will include data on one or more of the nine protected characteristics however, not all monitoring collected at this level involves data about people (for example, the amount of rubbish that is recycled). Surveys of residents' satisfaction with Council services, for example, the Improvement Tracker, involve a sample of residents that is representative of the demography of the Borough.</p>

7. Have you undertaken any consultation on your proposals? (this may include consultation with staff, members, unions, community / voluntary groups, stakeholders, residents and service users)

	Yes	No
<p>Who was consulted?</p> <p>CSB and Members were engaged in the drafting process</p>	X	
<p>What consultation methods were used?</p> <p>CSB and other senior officers were engaged through face-to-face meetings. Members were consulted using workshops and voting process at the Labour group policy day in July 2012. Reports were then taken to CSB, CLG and Leadership for consideration</p>	<p>What do the results show about the impact on different equality groups (protected characteristics)?</p> <p>The core outcomes were amended as a result of the engagement process. It was also agreed that they would be used to guide the commissioning and integrated planning process and be reflected in the corporate plan.</p>	

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**Page 3: Assessing Impact and Analysis**

8. What does your information tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

The agreement to a set of core outcomes only provides guiding principles for budget and service planning decisions. There will therefore be no direct equalities implications arising from the decision to establish a set of core outcomes. The impact will arise from the specific budget and service planning decisions taken subsequently, each of which will have their own separate EQIA. Impact will also be assessed as part of the overall budget EQIA.

Protected Characteristic	Positive	Adverse	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc
Age (including			

carers of young/older people)					
Disability (including carers of disabled people)					
Gender					
Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
100					
Sexual Orientation					
Other (please state)					
<b>9. Cumulative impact – Are you aware of any cumulative impact?</b>				Please refer to the Budget EQIA	
For example, when conducting a major review of services. This would mean ensuring that you have sufficient relevant information to understand the cumulative effect of all of the decisions.					
<b>10.</b> How do your proposals contribute towards the requirements of the Public Sector Equality Duty (PSED), which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.					



Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups	Are there any actions you can take to meet the PSED requirements?
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Please refer to the Budget EqIA

11. Is there any evidence or concern that your proposals may result in a protected group being disadvantaged (please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act)?										
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	
Yes										
No	X	X	X	X	X	X	X	X	X	X

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

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the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4)  
 If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4)

**Stage 4: Decision**

12. Please indicate which of the following statements best describes the outcome of your EqIA ( tick one box only)

**Outcome 1** – No change required: when the EqIA has not identified any potential for unlawful conduct or adverse impact and all opportunities to enhance equality are being addressed.

**Outcome 2** – Minor adjustments to remove / mitigate adverse impact or enhance equality have been identified by the EqIA.  
 List the actions you propose to take to address this in the

<b>Improvement Action Plan at Stage 5</b>	
<b>Outcome 3</b> – Continue with proposals despite having identified potential for adverse impact or missed opportunities to enhance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have ‘due regard’. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact.	
<b>Outcome 4</b> – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups.	
<b>12a.</b> If your EqIA is assessed as <b>outcome 3 or have ticked ‘yes’ in Q11</b> , explain your justification with full reasoning to continue with your proposals.	N/A

**Stage 5: Making Adjustments (Improvement Action Plan)**

1. List below any actions you plan to take as a result of this impact assessment. This should include any actions identified throughout the EqIA.

2

[Please refer to the Budget EQIA](#)

Area of potential adverse impact e.g. Race, Disability	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Does it impact on Age, Disability etc	What activity is needed to address the issues identified?	Who is the officer responsible for taking forward this action?	When will this be completed? (This needs to be realistic but challenging. If you have identified various actions, you will need to prioritise)	Are there any resource implications? How much will this action cost? Do you have budgets for this?	Will it be subject to an ongoing review? Will it be feature in an action plan?


**Stage 6 - Monitoring**

The full impact of the decision may only be known after the proposals have been implemented, it is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>14. How will you monitor the impact of the proposals once they have been implemented? How often will you do this?</p>	<p>Impact will be monitored through the budget monitoring and Improvement Board process which reports through to CSB and Cabinet on a quarterly basis.</p>			
<p>15. Do you currently monitor this function / service? Do you know who your service users are?</p>	<table border="1"> <tr> <td data-bbox="655 846 735 1108">Yes</td> <td data-bbox="655 591 735 846">X</td> <td data-bbox="655 331 735 591">No</td> </tr> </table>	Yes	X	No
Yes	X	No		
<p>16. What monitoring measures need to be introduced to ensure effective monitoring of your proposals?</p>	<p>Appended to the Corporate Plan is a detailed set of measures covering trend data, outcome and output measures that we will use to monitor how effective we have been at delivering against the core outcomes</p>			
<p>17. How will the results of any monitoring be analysed, reported and publicised?</p>	<p>Impact will be monitored and analysed through the Improvement Board process which reports through to CSB and Cabinet on a quarterly basis.</p>			
<p>18. Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.</p>				

**Stage 7 – Reporting outcomes**

The completed EqIA must be attached to all committee reports and a summary of the key findings included in the relevant section within them.

EqIA's will also be published on the Council's website and made available to members of the public on request.

<p><b>19. Summary of the assessment</b></p> <p><b>NOTE:</b> This section can also be used in your reports, however you must ensure the full EqIA is available as a background paper for the decision makers (Cabinet, Overview and Scrutiny, CSB etc)</p> <p>What are the key impacts – both adverse and positive?  Are there any particular groups affected more than others?  Do you suggest proceeding with your proposals although an adverse impact has been identified? If yes, what are your justifications for this?  What course of action are you advising as a result of this EqIA?</p>	<p>Please refer to the Budget EQIA</p>	
<p><b>20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc</b></p>	<p>The EQIA will be available on the council web-site and shared with staff</p>	
<p><b>Stage 8 - Organisational sign off (to be completed by Chair of Departmental Equalities Task Group)</b></p>		
<p><b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b></p>		
<p><b>21. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action plan?</b></p>	<p>Resources/Corporate Equality Task Group</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Rachel Gapp</p>	<p>Signed: (Chair of DETG)</p> <p>Alex Dewsnap</p>
<p>Date:</p>	<p>24<sup>th</sup> January 2013</p>	<p>Date:</p> <p>24<sup>th</sup> January 2013</p>

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	26 February 2013
<b>Subject:</b>	Report of the Performance and Finance Scrutiny Sub-Committee Chair
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Strategic Commissioning
<b>Scrutiny Lead Member area:</b>	All areas
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A - Minutes of the sub-committee meeting held on 29 January 2013 Summary of Indicators

**Section 1 – Summary and Recommendations**

**Recommendations:**

That the report of the Performance and Finance sub-committee Chair be noted.

## **Section 2 – Report**

### **Introductory paragraph**

This report provides a summary of issues to be taken forward by the Performance and Finance scrutiny sub-committee at the meeting held on 29 January 2013. The minutes of the meeting are attached.

### **Issues identified for further follow-up**

#### **Item 7: Chair's report**

- Report of Chair's Briefing on 1<sup>st</sup> November. The following issue had been discussed:
  - The SAP Change & Project Programme and Payment of Invoices.
  
- Report of Chair's Briefing on 27<sup>th</sup> November. The following issues had been discussed:
  - Matters arising from last P&F questions (In-year budget changes/virements and the use of acronyms)
  - Q2 Finance update
  - Homelessness Prevention
  - Child Protection Plans
  - Corporate Scorecard Q2 2012/13 and update on indicators identified for further monitoring (summary attached)
  - Special P&F sub-committee meeting on 4th March 2013
  - Agenda items for the 29th January 2013 meeting:

#### **Item 8: Revenue and Capital Monitoring for Quarter 2 as at 30 September 2012**

#### **Item 9: Contracts and Procurement Savings – Year End Report**

#### **Item 10: Draft Annual Report**

#### **Item 11: Report on Progress – Council's Use of Performance Information Scrutiny Review**

#### **Item 12: Review of Planning**

### **Agenda planning for the next meetings of the sub committee**

Scrutiny Members are requested to notify the Scrutiny Officer if there are matters that they would like the chair and vice-chairman to investigate or to consider adding to the agenda.

#### **4 March 2013 (Special meeting at Wealdstone Youth Centre)**

Items are:

- Engaging Young People review – report on progress

#### **23 April 2013**

Items are:

- P&F chair's report
- Revenue and capital monitoring
- Private Rented Sector review – report on progress
- Debt Recovery review – report on progress and impact of new processes to reflect the government's Welfare Reform changes
- Contracts and procurement savings – year-end report
- Planning consultation and recovery

- IT disaster recovery

**Other matters**

The next chair's briefing is scheduled for 27<sup>th</sup> February 2013.

**Financial Implications**

There are none specific to this report.

**Performance Issues**

There are none specific to this report.

**Environmental Impact**

There are none specific to this report.

**Risk Management Implications**

There are none specific to this report.

**Corporate Priorities**

The work of the sub-committee addresses all of the Council's corporate priorities.

**Section 3 - Statutory Officer Clearance**

Not required for this report.

**Section 4 - Contact Details and Background Papers**

**Contact:** Guy Fiegehen, Scrutiny Officer, 020 8420 5389,  
[guy.fiegehen@harrow.gov.uk](mailto:guy.fiegehen@harrow.gov.uk)

**Background Papers:**

None

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# PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

## 29 JANUARY 2013

**Chairman:** \* Councillor Sue Anderson

**Councillors:** \* Tony Ferrari \* Barry Macleod-Cullinane  
\* Ann Gate \* Jerry Miles

**In attendance:** Keith Ferry Minute 111  
**(Councillors)** Sachin Shah Minute 111  
Stephen Wright Minute 111, 114

\* Denotes Member present

### 104. Attendance by Reserve Members

**RESOLVED:** To note that there were no Reserve Members in attendance.

### 105. Members Right to Speak

**RESOLVED:** In accordance with Committee Procedure Rule 4.1 – Part 4B of the Constitution, the Panel agreed that the following Members could speak at the meeting:

Councillors Keith Ferry, Sachin Shah and Stephen Wright.

### 106. Declarations of Interest

**RESOLVED:** To note that the following interests were declared during the course of the meeting:

## Agenda Item 8 – Revenue and Capital Monitoring for Quarter 2 as at 30 September 2012

Councillor Sue Anderson declared a disclosable pecuniary interest in that she was employed by the NHS. She would leave the room during the discussion and decision making on this item.

### Agenda Item 7 - Chair's Report

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was a Member of Cabinet when the Smartwater initiative had been approved. He would remain in the room while the matter was considered and voted upon.

Councillor Tony Ferrari declared a non-pecuniary interest in that he was a Member of Cabinet when the Smartwater initiative had been approved. He would remain in the room while the matter was considered and voted upon.

#### **107. Minutes**

**RESOLVED:** That the minutes of the meeting held on 6 November 2012 be taken as read and signed as a correct record.

#### **108. Public Questions and Petitions**

**RESOLVED:** To note that no public questions were put, or petitions received.

#### **109. References from Council and Other Committees/Panels**

**RESOLVED:** To note that no references were received.

### **RESOLVED ITEMS**

#### **110. Chair's Report**

The Sub-Committee received a report which set out issues considered by the Chair since the last meeting of the Performance and Finance Scrutiny Sub-Committee.

A Member expressed concern that the report indicated that there was no evidence to suggest that the use of Smartwater had reduced the incidence of residential burglaries in the borough. He asked how many Smartwater kits remained to be distributed. An officer stated that a third of the kits remained and that these were being promoted to residents by local Safer Neighbourhood Teams.

**RESOLVED:** That the report be noted.

## 111. Revenue and Capital monitoring for Quarter 2 as at 30 September 2012

The Sub-Committee received a report of the Corporate Director of Resources, which had been previously considered at Cabinet on 13 December 2012. The report set out the Council's revenue and capital monitoring position for Quarter 2 as at 30 September 2012.

A Member stated that the Sub-committee had requested documents relating to the implementation of the SAP system three months ago and queried why this had not yet been circulated to the Committee and when these would be circulated. The Corporate Director clarified that the request was not made by the Sub-Committee but individually by the Vice Chairman at a Chairman's Briefing Meeting. The Corporate Director stated that she had sought advice from the Monitoring Officer regarding disclosure of these documents. The Member expressed concern that it had been necessary to seek advice from the Monitoring Officer and that this was contrary to the openness and transparency required by the scrutiny function. The Corporate Director stated that she believed she had valid concerns about the sharing of these particular documents and that she would contact the Vice-Chairman of the Sub-Committee about this once she had fully considered the advice from the Monitoring Officer.

The Corporate Director stated that much of the data in the Quarter 2 report had been superseded by the Quarter 3 report, which was due to be considered at Cabinet in two weeks' time. With regard to the Quarter 2 report, the Corporate Director stated that there had been a forecast overspend and spending protocols had been put in place to address this. Strategic targeting had resulted in an under spend now forecast at just under £2m, and she expected this figure to improve further. This had been due in part to the favourable results of treasury management and increased income from parking enforcement. However, the ongoing PCT debt remained an area of concern and this issue featured in the Quarter 3 monitoring report.

A Member asked for an update about the costs of homelessness and also about the costs relating to the transfer of Public Health services to the Council. The Chair left the room during discussion of the transfer of Public Health services to the Council. In the absence of the Chair, the Vice-Chairman acted as Chair.

The Corporate Director responded that:

- the transfer of Public Health services to the Council would take place in April 2013;
- the funding allocation from the Department of Health (DOH) was not expected to cover the anticipated costs associated with the transfer. The Council was in negotiations with the PCT for additional contributions to finance the transition costs which entailed a number of risks, and these had been included in the Corporate Risk Register;

- homelessness spend was known to be difficult to forecast, however, the Housing Needs costs had levelled off since the end of Quarter 2.

A Member requested that figures relating to the costs of public health transition and expected running costs be circulated to the Sub-Committee. The Corporate Director undertook to arrange for the Project Manager to circulate the relevant information to the Sub-Committee.

The Chair returned to the room at the conclusion of the discussion regarding discussion of the transfer of Public Health services to the Council.

A Member asked whether there had been any calls on the £1.184m earmarked for the Transformation and Priority Initiatives Fund (TPIF). The Corporate Director advised that there had been a bid of £50k to research and implement a Harrow Card and a second bid was in the pipeline which had received approval by the Portfolio Holder for Finance and was being considered by the Leader. She added that no further bids had been received at the end of Quarter 3. The Member asked how the remainder of the ring fenced TPIF monies would be used. The Corporate Director stated that the current strategy was to hold back on utilising further TPIF monies until after the year-end position was clarified, as a considerable underspend was needed this year to fund the costs of change, including redundancy costs. This strategy had been agreed by both the Leader and the Finance Portfolio Holder.

A Member stated that, in his view, this was another ring fenced reserve account. He added that his question submitted to December Cabinet meeting had not been answered and asked to know how much of the £850k savings had been realised in the current financial year. The Portfolio Holder for Finance stated that this question had not been answered due to insufficient time at the Cabinet meeting and undertook to provide the Member with a written response.

A Member asked what measures were being taken to recover the PCT debt and ensure that this situation did not recur in the future. The Chair left the room during discussion of the PCT debt. In the absence of the Chair, the Vice-Chairman acted as Chair.

The Corporate Director advised that the largest item within the PCT debt was just under £2.5m and formed part of a Section 256 agreement. The Council was vigorously pursuing payment and the Finance Director of the PCT had given assurances that this would be paid by 6 February 2013. The Corporate Director provided a confidential verbal update on the various other components of the debts outstanding from the PCT and the status/concerns in relation to each of them. The closure of the PCT on 31<sup>st</sup> March and the establishment of the new Clinical Commissioning Group (CCG) which would be taking over from the PCT added additional complexity and risk. These issues were reflected in the corporate risk register.

A Member, who was not a Member of the Sub-Committee, expressed concern about carrying the PCT debt over to the new CCG and asked what contingency plans were in place to mitigate against the risk of non-payment.

The Corporate Director advised that the debts were being chased vigorously. In the event the PCT failed to pay the debts, then the Council would have the option of taking legal action. However, the PCT/CCG was one of the Council's partner organisations and it was important to maintain a good relationship with it.

The Chair returned to the room at the conclusion of the discussion regarding the PCT debt.

A Member stated that the report did not specify what proportion of the gross Capital Programme Spend of £61.7m was funded by Harrow and what proportion was grant funded and therefore what the financing cost impact was for Harrow. The Corporate Director undertook to try to include this level of information in monitoring reports in the new financial year, as part of the planned reporting improvements within the Finance Transformation Project. The Member questioned whether Harrow was getting a better deal on interest or was it spending less overall. The Corporate Director responded that it was both and added that the Council had benefited from a favourable variance with respect to Treasury Management.

The Member sought clarification regarding schools Capital funding and requested that a detailed report regarding the school expansion programme be provided to the Sub-Committee at a future meeting. The Corporate Director advised that the Children and Families Directorate were awaiting a DfE decision regarding the schools funding allocation for 2013/14 and that this information had been included in the Quarter 3 report.

A Member asked whether the £446k forecast overspend in the Community, Health and Wellbeing Directorate had come to pass. The Corporate Director stated that the report was out of date and had been superseded by the Quarter 3 report, and that several of these forecast overspends were in fact significantly lower than previously predicted, or were now in an underspend situation. In response, a Member stated that as the Quarter 2 report contained out of date information, the Corporate Director should provide a detailed verbal update of Quarter 3 report to the Sub-Committee and the room be cleared of press and public for reasons of confidentiality, if necessary. The Corporate Director stated that there were clearly set out reporting and monitoring structures and processes which she was obliged to follow. The quarterly monitoring reports were considered by Cabinet in the first instance and it was Cabinet's responsibility to decide what action, if any, was required if they were not satisfied with the actions management were already taking. Therefore, it would not be appropriate that the contents of the report be revealed to the Sub-Committee prior to its consideration by Cabinet, even if the room was cleared of press and public.

The Chair stated that the long gap between publication of the quarterly monitoring reports and their submission to the Sub-Committee had been a long standing issue and future Sub-Committee meeting dates should be reviewed to take this into consideration and in order to ensure that the Sub-Committee considered these reports as soon as possible after publication.

**RESOLVED:** That the report be noted.

## **112. Draft Annual Report**

The Sub-Committee received a report which provided a summary of the issues considered and work undertaken by the Performance and Finance Scrutiny Sub-Committee in 2012/13 for inclusion in the Scrutiny Annual Report.

**RESOLVED:** That the report be noted.

## **113. Report on progress - Council's use of performance information scrutiny review**

The Sub-Committee received a report of the Divisional Director, Strategic Commissioning which provided an update on the progress on the Council's use of the Performance Information Scrutiny Review. An officer highlighted the main areas of the report as follows:

- the majority of recommendations made by the Sub-Committee had been implemented;
- areas identified for monitoring in the future would be fed back at the Chair's Briefing sessions – this could, for example, include the ongoing work on disseminating performance information to the public.

A Member asked if Councillors would be updated regarding the launch of the Local Information System (LIS) to residents in Harrow. The officer advised that the LIS system had gone live and data was constantly being added, including recent census data. Details of the arrangements for a briefing for Members would be circulated.

It was noted that Recommendation G on page 56 of the agenda should state that the scrutiny of police and crime fell within the remit of the Environment and Enterprise leads and not the Community, Health and Wellbeing leads, as stated in the report.

**RESOLVED:** That the report be noted.

## **114. Review of Planning**

The Sub-Committee received a report of the Divisional Director of Planning which set out the approach to continuing service improvement in the Development Management Service and the progress on the current LEAN programme of Process Re-engineering.

An officer highlighted the following areas of the report:

- the LEAN review which had been launched in August 2012 and incorporated both Access Harrow and Planning was ongoing;

- a raft of measures such as improving the quality of the information available on the Council's website, more effective reporting systems and standardisation of training and officer manuals had been successfully implemented. The Council was collaborating with the "Red Quadrant" Service Transformation Academy on a review of the planning service.

A Member asked for details regarding the recent significant IT issues relating to the Vaughan and Marlborough Schools online consultations which had resulted in the consultation pages being removed from the council website and asked why these had been omitted from the report and how residents' complaints relating to these were being dealt with.

The officer responded that the remit of the report had been to focus on performance of householder applications but the above issues relating to the two consultations would be reported to a future meeting of the Sub-Committee. The Portfolio Holder for Planning and Regeneration advised that the validation of householder planning applications process fell within the remit of Access Harrow and not the Planning section.

A Member asked whether any measures were being implemented to reduce the number of invalid planning applications and what the target for reducing these was. The officer advised that the issue of invalid planning applications was a common problem across all local authorities and not specific to Harrow. No target had been set for these yet, however, the following measures were being implemented to make the process more effective:

- information on the Council's website relating to householder planning applications was being simplified to make it more accessible;
- local validation requirements for planning applications were being reviewed and a revised local list developed following consultation with agents.

A Member, who was not a Member of the Sub-Committee, asked whether the information in the report included building control, how the processes were being documented and whether further staffing reductions in the Planning service were envisaged as part of the LEAN process.

The officer advised that the procedure, which was being re-written only applied to householder applications and not to building control. She stated that the procedure focussed on the validation process being carried out by Access Harrow and added that she anticipated further staff reductions as part of the Medium Term Financial Strategy.

A Member asked what proportion of staff involved in the validation process were from Access Harrow and what proportion from the Planning Service. The officer responded that she did not have the exact figure, but that the Access Harrow team dealing with Planning enquiries were multi-functioning and dealt with both validation of planning applications and other Planning related issues. The Member requested that the exact number of staff, the

level of resources available to them, and the outcomes for each team be circulated to Members of the Sub-Committee. The officer undertook to do this.

The officer advised that she was satisfied with the current level of performance, and that a new Service Level Agreement with Access Harrow was in the pipeline.

**RESOLVED:** That the report be noted.

#### **115. Exclusion of the Press and Public**

**RESOLVED:** That, in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item for the reason set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
9.	Contracts and Procurement Savings – Year End Report	Information under paragraph 1 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information))

#### **116. Contracts and procurement Savings - Year End Report**

The Corporate Director of Resources presented a report which set out the progress in advancing the Council's Procurement Transformation Programme since its launch in October 2010. The Corporate Director highlighted the following areas of the report:

- £4.6m of savings had been achieved in 2011/12 from procurement activity, both in terms of revenue and capital and in the Housing Revenue Account;
- a sustainable procurement policy which included local business and community and regeneration goals had been implemented.

She added that the following improvements had been implemented with regard to the SAP system:

- better governance through the Strategic Procurement Board and greater enforcement of compliance with corporate procedure rules;
- greater involvement of the Central Procurement Team to engender a culture change among managers and requisitioners;
- training to raise awareness of best practice and a reduction in the number of requisitioners;
- a streamlined waiver process;



- a procurement toolkit would be rolled out shortly;
- a greatly expanded contracts register.

The interim Divisional Director, Commercial and Procurement added that:

- progress on phase two of the transformation programme which began in November 2012 had been variable;
- supply chain management processes had been improved;
- a consultation exercise was underway regarding a new permanent structure for the Central Procurement Team and a new post of Divisional Director of Commercial and Procurement was being created;
- the case studies included in the appendix to the report relating to procurement activity were good examples of the savings achieved during phase 1 of the procurement transformation programme.

A Member asked about the number of procurement waivers and whether these were expected to reduce. The Interim Divisional Director responded that the system had highlighted that in the past, the Council had not recorded these fully but that this would be done in the future.

A Member stated that the figures quoted in case study 3, which related to the Leisure contract were unclear. She stated that a previous report submitted to the Sub-Committee had indicated that although income from the leisure centre had reduced the level of services and visitor numbers had improved. The case study contradicted the Quarter 2 report which indicated that Community and Culture were reporting an adverse variance of £0.27m which principally related to a shortfall in leisure centre income.

The Interim Divisional Director advised that the case study had been compiled in June 2011 when the contract had initially been awarded to GLL, since which time there had been a shortfall in income and some unanticipated costs at the leisure centre. A Member asked whether the income levels were expected to increase under the new contract. The Interim Divisional Director stated that the possibility of a tri-borough libraries and leisure services contract was being considered and initial reports suggested that both income and service levels would improve under this proposed scheme. The Corporate Director of Resources added that under the GLL contract there had been some improvement in visitor numbers, pricing and income.

A Member asked what risks were associated with the proposed tri-borough scheme and what measures were envisaged to mitigate against these. The Interim Divisional Director advised that the figures given to the tenderers had been thoroughly costed, and that some of the risk would lie with the successful contractor. The Corporate Director of Resources added that there was a savings target in the MTFS in relation to the contract, which had been

calculated on the basis of market forces. As with all budget savings, a risk assessment had been carried out and some contingencies had been built into the budget accordingly. The Member asked whether the savings targets were sufficiently realistic, for example, income from the dry recyclables market, which was subject to seasonal and market forces had not lived up to expectations. He asked what the uncontrollable variables with regard to the leisure contract were.

The Corporate Director of Resources advised that the savings targets were realistic and were based on the expertise and knowledge of procurement professionals. The Interim Divisional Director added that this was a new area for the council, with managers increasingly being expected to focus on income generation rather than simply cost management and would require a culture change.

A Member stated that the success of case studies 4,5,6 and 11 which related to dry recyclables, housing capital programme procurement and housing and corporate repairs and maintenance respectively were due to advantageous opportunities in the market rather than due purely to enhanced procurement activity. He asked whether the savings achieved in these areas would impact on service delivery and whether the management of an increased number of smaller procurement contracts would lead to increased workloads and whether there was a process for monitoring these. The Interim Divisional Director stated that this would be managed through better governance of procurement activity and staff training to ensure better commercial understanding. Smaller contracts with local providers would be easier to manage, for example, recent bid submissions from housing contractors had taken into account residents needs and the future performance of successful bids would be monitored against these criteria. The Corporate Director of Resources advised that spending fell into the following categories, core, semi-core and non-core. The cost of managing a contract was being built into the overall cost of the service when calculating the net procurement savings.

A Member asked whether the savings made as indicated in case study 10, which related to the Child and Adolescent Mental Health service had reduced the quality of the service. The Interim Divisional Director stated that he did not have this information to hand and undertook to circulate this information to Members after the meeting.

A Member asked whether other public sector bodies such as the West London Alliance had been consulted regarding the future of shared services. He added that the report did not provide information regarding social care, specifically the personalisation of budgets, the pressures on day care centres and asked how this information would be captured. The interim Divisional Director advised his service area did not have this information and that the personalisation of budgets was currently being reviewed by those responsible for commissioning. The Corporate Director of Resources added that in order to ensure services bought by residents were value for money, the council would negotiate the best possible pricing arrangements with its suppliers and those with personal budgets may choose to top up for the extra cost of additional care, or alternative provision, if that was what they preferred.

**RESOLVED:** That the report be noted.

(Note: The meeting, having commenced at 7.34 pm, closed at 9.50 pm).

(Signed) COUNCILLOR SUE ANDERSON  
Chair

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**APPENDIX C**

**Indicators brought forward for further monitoring at P&F Chair's briefing**

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
<b>Keeping neighbourhoods clean, green and safe</b>				
NI 32 - repeat incidents of domestic violence	Q3, 2010/11	HG	(On the matters arising from the meeting with the Borough Commander) A template for the supply of community safety data to Members is under development and will be populated by Council staff.	The apparently low level of communications (including to Members) on the local White Ribbon event to be drawn to the attention of the Communications Unit. Monitoring at Chair's briefing to continue.
- Residential burglaries - Serious acquisitive crime	Q2, 2011/12	LG HG	The most recent evaluation of Smartwater indicated that there is no evidence that it has reduced residential burglary. However, residential burglary is one of Safer Harrow's most important priorities and is the target of a number of initiatives and measures. Residential burglary has started to show substantial reductions in 2012. In the financial year to date, residential burglary has decreased by 13% compared to the same period in 2011/12.	Monitoring at Chair's briefing to continue.
NI 184 Food establishments in the area which are compliant with food hygiene law	Q2 2012/13		NEWLY IDENTIFIED THIS QUARTER	Add to list for monitoring at these meetings.
Improved street and environmental cleanliness: - NI 195a – litter - NI 195b – detritus - NI 195c – graffiti	Q2, 2011/12 (litter/ detritus); Q4, 2010/11 (graffiti)	HR HR HR	See later page	Monitoring at Chair's briefing to continue.
<b>United and involved communities: a Council that listens and leads</b>				
How well informed do residents feel (Involvement Tracker)	Q1, 2011/12	-	No Involvement Tracker in Q2	Report on receipt of next results.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Number of trained neighbourhood champions	Q1, 2011/12	No quarterly target	The total number of trained residents is 1,097, but 258 have subsequently resigned leaving a total of 839 active Neighbourhood Champions. A Comms campaign in September resulted in around 100 applicants so far but this does not make up for the drop-out rate. It is predicted that the target of 2000 trained Neighbourhood Champions by March 2013 is not likely to be achieved.	Outstanding information on geographical distribution of Neighbourhood Champions to be supplied.
<b>Supporting and protecting people who are most in need</b> - adults in contact with secondary mental health services in paid employment (same as NI 150 - name changed)	Q1 2012/13	HR	Following a problem with the data collection through CNWL for this indicator, Quarter 2 data appears to be counted correctly. With a replacement for the employment co-ordinator post being approved, CNWL are confident they can significantly improve this figure and achieve the target, which would be the 3rd best result in London when compared to 2011-12 data. Performance is being addressed through the partnership agreement.	Information requested on steps in place to assure future data quality in the context of the renewal of the agreement with CNWL.
- % of adults in contact with secondary mental health services living independently, with or without support		LR	Previously reported data quality issues have made a significant impact upon this indicator. However, to date we have still not received the final, confirmed end of year figure from the Department of Health. The data on which the target was based was miscalculated by CNWL head office leading to a short-fall that is unlikely to be met. However an action plan has been agreed and will be closely monitored by the Head of Service and the Director of Adult Social Services.	
Hospital delayed transfers of care (caused by social care) - all clients over 18 - rolling year	Q2 2012/13	None None	NEWLY IDENTIFIED THIS QUARTER	Explanation of this indicator required.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Children Looked After: - % sessions absent from school amongst school age CLA in the school year to date	Q1, 2011/12 (sessions absent);	HG	Meeting set for 28 November, to be attended by Chair and Vice-Chairman of P&F, Councillor Osborn and Children's Leads.	Review in light of meeting.
- Rate of fixed term exclusions as a % of the Harrow CLA population	Q4 2010/11 (FT exclusions)	HR		
Termly rate of permanent exclusions as % of Harrow school population	Q2, 2011/12	HR	The number of permanent exclusions has risen from 7 (0.02% of the school population) in the autumn term to 14 (0.04%) in the spring term and 15 (0.05%) in the summer term. This summer's exclusions are higher than the number of exclusions in the 2010-11 summer term (11 - 0.04%). Whilst the local authority works as closely as possible with schools, progression for this indicator largely relies on the work of Academies (8 out of 10 High Schools) in order to improve outcomes.	Monitoring at Chair's briefing to continue. Information requested on the sources of exclusions.
Termly rate of fixed term exclusions as a % of Harrow school population	Q3, 2010/11	LR	The number of fixed term exclusions decreased from the autumn term, from 368 (1.16% of the school population) to 336 (1.06%) in the spring term, and further still to 263 (0.83%) in the summer term. There has also been a significant drop since summer term 2010-11 (320 - 1.02%). The target for this indicator is currently being reviewed. The same comments as above apply in relation to dependence on Academies for improvement.	
Numbers of children with child protection plan for over two years	Q3, 2010/11	HR	David Harrington is attending the meeting to speak to this item.	Monitoring at Chair's briefing to continue. Further information requested on the sources of referrals for those children already with protection plans and the level of referrals from GPs and hospital doctors.
Initial assessments completed within 10 days Timing of core assessments (PAF C64) (NI 60)	Q2 2012/13	HR HR	NEWLY IDENTIFIED THIS QUARTER	Add to list for monitoring and information requested on reasons for low performance.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
<p>NI 19 Rate of proven re-offending by young offenders</p> <p>NI 111 First time entrants to Youth Justice system 10-17</p>	<p>Q2 2012/13</p>	<p>None</p> <p>None</p>	<p>NEWLY IDENTIFIED THIS QUARTER</p>	<p>Further information requested about these indicators (for which no quarterly targets have been set).</p>
<p>Homelessness:</p> <ul style="list-style-type: none"> <li>- Total number accepted as homeless and in priority need</li> <li>- NI 156 - Number of households living in temporary accommodation</li> <li>- number of households we assist with housing in the private rented sector</li> <li>- Number of cases where positive action is taken to prevent homelessness</li> </ul>	<p>Q2, 2011/12 (as a suite)</p>	<p>HG</p> <p>LG</p> <p>HR</p> <p>HG</p>	<p>Jon Dalton is attending the meeting to speak to this item.</p>	<p>Monitoring at Chair's briefing to continue.</p>
<p>Council adaptations: average time from assessment to completion of works (weeks)</p>	<p>Q3 2011/12</p>	<p>HG</p>	<p>Major adaptations are those costed at over £1,000 and are carried out by the Adaptations &amp; Repairs team in the Environment &amp; Enterprise Directorate. Minor adaptations are the responsibility of the Occupational Therapy service in the Community, Health &amp; Wellbeing Directorate. For the year 2011-12: there were 75 new referrals, 101 completions, a total spend of £639,579.39, average cost of £6,430.93 and 6 cases where work was not progressed. Average no. of weeks from assessment (received in all years) to practical completion was 39 weeks; for assessments received after April 2011 this falls to 23 weeks. For minor adaptations the comparative figures are 131 new referrals, 152 practical completions, total spend of £86,059 giving an average of £577.52. Average no. of weeks from assessment to practical completion was 18 weeks for all years and 11 weeks since April 2011.</p>	<p>Monitoring at Chair's briefing to continue.</p>
<p>ex-BV 212 Average time taken to re-let LA housing (days)</p>	<p>Q2 2012/13</p>	<p>HR</p>	<p>NEWLY IDENTIFIED THIS QUARTER</p>	<p>Significant deterioration in performance - further explanation requested.</p>



Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
<b>Supporting our town centre, our local shopping centres and businesses</b>				
Visits to leisure centre – number of physical visits	Q4, 2011/12	HG	Service management advises: "This is a relatively new performance indicator and in light of the numbers of actual visits taking place, the target figure is under active review." A proposal will go forward to CSB on November 28 to increase the target having been agreed at CHW IB on November 16.	Monitoring at Chair's briefing to continue.
Increase the percentage difference between Harrow and the rest of London in respect of JSA	Q1 2012/13	HR	Unemployment dropped in Harrow, but dropped by a greater margin in the rest of London. An analysis showed that the greatest drop was in the Olympic boroughs. This maybe a one off, however on the available data it is not possible to forecast whether this trend will continue. See also graph at foot of table.	No further monitoring required at this meeting.
<b>Customer and corporate health</b>				
125 % of complaints resolved to timescale	Q1, 2012/13	HR	The dip in performance relates to low response rates within Council Tax. This is being addressed through smarter scanning of complaints within Business Support and closer oversight by management team.	Monitoring at Chair's briefing to continue.
Processing of householder planning applications within 6 weeks	Q2, 2011/12	Indicator replaced		
% householder planning applications approved	Q1, 2012/13 (former measure selected Q2 2011/12)	HR	Improvement on Q1; officer training and monitoring are continuing. An update report is scheduled for P&F on 29 January 2013.	Review after consideration at Sub-Committee on 29 January 2013.
<b>Resources perspective</b>				

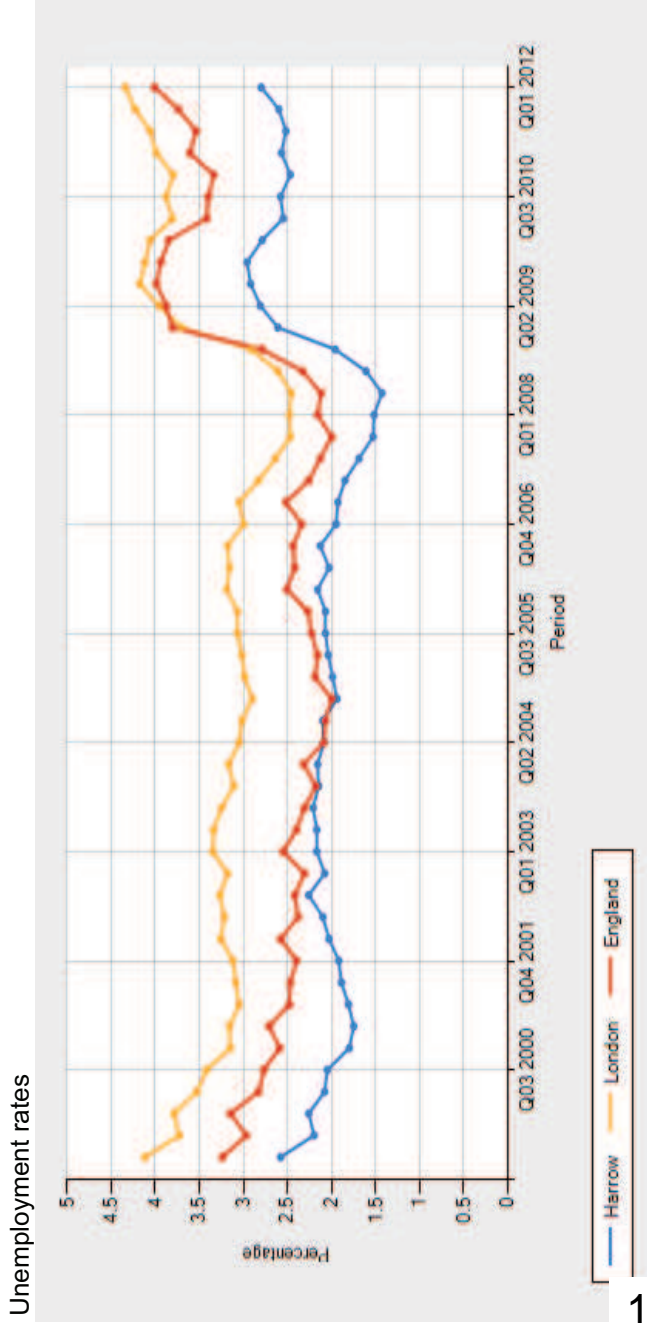
Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Workforce with IPAD in last 12 months	Q2, 2011/12	LR	Performance continues to improve but remains below target. Directorates report that the significant amount of organisational change is impacting on the performance of this indicator. Directorates continue to be encouraged to ensure IPADs are completed as soon as possible following change.	Monitoring at Chair's briefing to continue. Breakdown of figures by Directorate requested.
Total debt collected as a % of total debt raised [YTD]	Q1, 2011/12	HR	It should be noted that 15 high value invoices totalling £4.3m account for 54% of unpaid debt, of this 12 invoices (£4.2m) are to Public Sector bodies. The Corporate Director of Resources is liaising with the Harrow PCT Finance Director for payment of one invoice (£2.5m.) The percentage excluding these invoices is 71%.	Report requested by age of debt.
% of invoices paid within 30 working days % of SAP purchase orders raised before invoice date	Q3, 2010/11	LG		No further monitoring required at this meeting.
Customer (internal) complaints	Q2, 2011/12	LG		No further monitoring required at this meeting.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
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**ANNUAL MEASURES - 2011/12**

Indicator				
<b>Supporting our town centre, our local shopping centres and businesses</b>				
NI 169 Non-principal classified roads where maintenance should be considered		LG (2011/12)	The indicator measures the percentage of the local authority's B road and C road carriageways where maintenance should be considered. The performance indicator is derived from an annual survey of the surface condition of the local authority's classified carriageway network, using survey vehicles that are accredited as conforming to the SCANNER (Surface Condition Assessment for the National Network of Roads) specification and processing software that is accredited as conforming to the UKPMS (UK Pavement Management System) standards. Results reported are a combination of (a) 100% of the B class network surveyed in both directions; and (b) 100% of the C class network surveyed in one direction.	No further monitoring required at this meeting.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date:</b>	26 <sup>th</sup> February 2013
<b>Subject:</b>	Scrutiny Lead Member Report
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Strategic Commissioning
<b>Scrutiny Lead Member area:</b>	<ul style="list-style-type: none"><li>• Cllr Zarina Khalid, Performance Lead, Children and Families</li><li>• Cllr Christine Bednell, Policy Lead, Children and Families</li><li>• Cllr Chris Mote, Polict Lead, Community Health and Well Being</li><li>• Cllr Nana Asante, Performance Lead, Community Health and Well Being</li><li>• Cllr Jerry Miles, Policy Lead, Resources</li><li>• Cllr Tony Ferrari, Performance Lead, Resources</li></ul>
<b>Exempt:</b>	No
<b>Enclosures:</b>	Reports from the Scrutiny Lead Members

**Section 1 – Summary and Recommendations**

The report accompanies the reports from the Scrutiny Lead Members.

**Recommendations:**

The Committee is requested to consider the reports from the Scrutiny Lead Members and agree the actions proposed therein.

## **Section 2 – Report**

### **Introductory paragraph**

This report outlines details of the work of the Scrutiny Lead Members.

During the period covered by this report, the scrutiny lead members for Environment and Enterprise have also met and have considered in detail the proposals included in the Climate Change and Action Plan and Delivering Warmer Homes strategy. A report of their deliberations is included elsewhere on this agenda.

### **Financial Implications**

There are no financial implications associated with this report

### **Performance Issues**

There are no performance issues associated with this report.

### **Environmental Impact**

There is no environmental impact associated with this report

### **Risk Management Implications**

There are no risks associated with this report.

### **Equalities implications**

Was an Equality Impact Assessment carried out? No

This report outlines the activities of the scrutiny lead councillors; it makes no proposals to change service delivery.

### **Corporate Priorities**

The Scrutiny Lead Members' responsibilities cover all areas of the council's activity.

## **Section 3 - Statutory Officer Clearance**

Not required for this report.

## **Section 4 - Contact Details and Background**

### **Papers**

**Contact:** Lynne Margetts, Service Manager Scrutiny, 020 8420 9387, [lynne.margetts@harrow.gov.uk](mailto:lynne.margetts@harrow.gov.uk)

**Background Papers:** None

## **SCRUTINY LEAD MEMBERS' REPORT: CHILDREN AND FAMILIES**

**11<sup>th</sup> DECEMBER 2012**

### **Attendees**

Cllr Christine Bednell; Cllr Zarina Khalid; Catherine Doran, Corporate Director Children and Families; Leora Cruddas, Divisional Manager, Quality Assurance & Service Improvement; Nick Crick, Service Manager, Children Looked After; Andreas Kyriacou, Quality Assurance Manager, Vulnerable Children; Debbie Owen, Senior Co-ordinator, Practice and Performance, Children Looked After; Lynne Margetts, Service Manager Scrutiny

### **Apologies**

Kamini Rambellas, Interim Divisional Director, Targeted Services

### **Child's Journey Through Care**

The group discussed how the proposed project to consider a child's journey through the care system might be undertaken. It was suggested that the project group receives a presentation on a real case and how this has progressed through the system – the service has undergone a number of audit/reflective processes of late and an example of good practice in the borough might be used as a case study. It was also agreed that, in order to challenge the services performance and identify any potential gaps, this case study would be considered in the context of alternative incidents i.e. 'what ifs' and wild cards. Lynne and Debbie will meet to develop a methodology for consideration by the review group. Leora also provided the councillors with a document produced by the Children's Improvement Board outlining 'what good looks like' in terms of services for children, this can also provide a benchmark against which to measure the council's performance.

Councillors also wished to understand, not just the child's journey through the care system but also how the council or other professionals identify a child who needs support and how these children are able to access the system.

Catherine suggested that the councillors may wish to observe some of the children's social work activity – case conferences for example. Lynne will arrange this. Case documentation on any cases chosen for consideration as part of the project will also be provided.

It was agreed that the project will take place in February next year.

### **For Action**

- Scrutiny Manager to meet with Senior Co-ordinator, Practice and Performance, Children Looked After to discuss methodology
- Scrutiny Manager to liaise with councillors re observing social work case meetings
- Documentation re selected cases to be forwarded to Scrutiny Manager once identified.
- Officers committed to providing councillors with a detailed briefing on foster care.

### **Consolidating work in Children's Services**

Scrutiny councillors are currently considering a number of areas of children's services and would like to co-ordinate this work. It was agreed that monthly meetings between the Children and Families scrutiny leads and the Corporate Director and members of her management team would be set up and these meetings will consider the range of issues currently under review. Rather than hold an additional meeting with the other councillors who have interests in this area, they will also be invited to attend the monthly meetings – These councillors to include, Cllrs Osborn, Anderson and Macleod-Cullinane.

Catherine commented that she welcomes the challenge which has come from the scrutiny members in this regard.

A number of points were raised:

Catherine advised that a personnel investigation into the YOT is underway. She will advise members of the outcomes of this investigation. Councillors asked who they should speak to if they wish to discuss any aspect of progress in terms of delivery of the improvement plan for YOT. Officers advised that, in order to ensure accountability for and ownership of improvement proposals, front line officers had been identified in the improvement plan. However, for strategic oversight of improvement, Kamini Rambellas, Interim Divisional Director, Targeted Services, should be contacted.

Youth Justice Board will carry out a 'mock inspection' in the New Year

Members requested a structure chart of children's services

Cllr Khalid asked whether counselling services are available for Children Looked After. Officers advised that formal counselling isn't always necessary but that the council has Service Level Agreements with a number of organisations. It was pointed out that some of the less formal services are more beneficial as the most troubled young people might be less willing to engage with formal counselling. Nick and Andreas will provide a briefing for councillors on the services which are available for young people in care.

YISP = Youth Inclusion Support Programme

Peer review of social work practice had taken place in week commencing 3<sup>rd</sup> December

### **For Action**

- Scrutiny Manager to confirm arrangements for monitoring performance in Children and Families Services with Scrutiny Leadership Group
- Service Manager, Children Looked After and Quality Assurance Manager, Vulnerable Children to provide a briefing for councillors on the counselling services available to young people.

### **Budget**

Catherine advised that whilst all of the improvements identified in the Ofsted inspection and the impact of demographic pressures had been addressed in the budget, Children's Services has still been required to make a number of



savings, some of which may attract negative comment from Ofsted. She commented that the risk has been mitigated as far as possible and that in order to maximise savings, the service is looking to cross-borough and procurement opportunities – it is worth noting that the Ofsted inspection had commented on the robustness of the New Operating Model in Children’s Services, which it regards as ‘future proof’

**Date of Next Meeting**

The next briefing will take place on:

**29<sup>th</sup> January, 2-3 pm in the Children’s Services Boardroom**

## **SCRUTINY LEAD MEMBERS' REPORT: CHILDREN AND FAMILIES**

**29<sup>TH</sup> JANUARY 2013**

### **Attendees**

Cllr Christine Bednell; Cllr Zarina Khalid; Catherine Doran, Corporate Director Children and Families; Leora Cruddas, Divisional Manager, Quality Assurance & Service Improvement; Lynne Margetts, Service Manager Scrutiny

### **Youth Offending Team Update**

Catherine updated the lead councillors on the delivery of the YOT inspection improvement plan.

The service has experienced significant difficulties in recent years and although there has been some good work, the YOT inspection found that some processes have been poor. The Corporate Director advised that she has been dealing with a number of staffing/disciplinary issues in the team and an independent report on some of these issues has been commissioned and completed and will be shared with staff in the near future.

The Corporate Director advised that there is now an excellent manager in place and the location of the service in early intervention team as a part of the New Operating Model had made a significant improvement in performance.

The Corporate Director and the Divisional Director highlighted that some of the HR procedures were drawn out.

The improvement plan has been monitored via the YOT improvement board on a monthly basis but this board has now been merged with the Management Board. The Management Board meets quarterly and will continue the monitoring process, the next meeting of the merged board is on 8<sup>th</sup> February and this meeting will decide on the frequency of meetings for the future.

Melissa Caslake will be joining Children and Families as Divisional Director Targeted Services as permanent replacement for Interim Director Kamini Rambellas.

### **For Action**

- Leads to continue to seek updates on the delivery of the YOT improvement plan

### **Children and Families Managing Change Framework Document**

The Corporate Director introduced this document which provides the framework within which the new operating model can be reviewed within the context of the delivery of the MTFs, growth funding and the ongoing changes in service delivery – YOT, new front door. The document outlines the consultation process which will be used in any proposed service changes.

### **Child's Journey**

The Divisional Manager advised the lead members of changes to the Ofsted inspection regime. The existing inspection of Safeguarding and Children Looked After has been replaced by two separate regimes: Child Protection – equating to safeguarding – and looked after children. Ofsted have published the framework for the protection of children inspections. These are significantly more challenging than the previous framework. All authorities previously rated as 'adequate' are likely to be inspected under this new regime in the near future. This may include Harrow, however, as the inspection undertaken last year, which although done under the previous regime, was undertaken to a more stringent standard. The new regime will be completely unannounced.

The new regime will consider the effectiveness of local authorities' leadership of strategic partnerships in protecting children. 23 authorities have been inspected under this regime, 3 have been rated as 'good', 12 as 'adequate' and 8 'inadequate' – of these 8, 6 were previously rated as 'adequate'. The Divisional Manager will provide the leads with information with regard to how many of these were London authorities.

In May a further new framework for the inspection of child protection services will be introduced. This will be a multi-agency inspection of local authority, health, police and probation services engaged in child protection services. It will be a joint inspection undertaken by Ofsted, Care Quality Commission, and Her Majesty's Inspectorate of Probation

The Divisional Manager commented that whilst the service is aware of the likelihood of inspection, it is focusing its effort on improving a child's journey through the child protection service. In this context she stressed the importance of identifying a *council* perspective of what a 'good' child protection service looks like rather than simply focusing on the definitions offered by the inspection regime. She provided the lead councillors with a document which has been circulated to the 'strategic group' which reflects the work undertaken by the Local Government Association's Children's Improvement Board. It was agreed that the work being undertaken by scrutiny re 'A Child's Journey Through Care' could be very supportive of the services improvement proposals by offering effective challenge. Leora offered to provide the lead members with a definition under each of the headings included in the CIB document and to suggest potential activity which would support scrutiny to challenge the service's improvement journey.

The Divisional Manager clarified that the Strategic Group comprises Corporate Director, Health and Police representative and Local Safeguarding Children Board. She will send the terms of reference to the lead members for their information.

### **For action**

- Divisional Manager to provide details of 23 boroughs inspected under revised child protection inspection regime
- Divisional Manager to provide terms of reference for the strategic group

- Preparatory work on the scrutiny review 'A Child's Journey Through Care' to continue and additional information/definitions to be provided to the review group members.

**Date of Next Meeting**

26<sup>th</sup> February, 3.30 – 4.30

To include Cllrs Anderson, Osborn and Macleod-Cullinane

## **COMMUNITY HEALTH AND WELL BEING SCRUTINY LEADS BRIEFING** **28<sup>TH</sup> JANUARY 2013**

### **Present**

Cllr Nana Asante, Cllr Chris Mote

Lynne Margetts

### **Mental Health**

Further to the discussions at the November leads' briefing, it was confirmed that the Community Health and Well Being leads have been included in the membership on this forthcoming project. It was advised that this is likely to commence in April.

### **Neighbourhood Incentive Scheme**

The leads considered issues which had arisen with regard to the consultation/engagement/involvement which takes place when decisions are being made with regard to use of NIS funds. Specifically, developments which appear to be beneficial may have associated disadvantages for some residents. The leads wish to understand what advice is given to the councillors in deciding how to spend the NIS funds and how to mitigate any resultant tensions from decisions.

### **For action**

Advice to be provided to future meeting of the scrutiny lead councillors with regard to support offered to ward councillors when making decisions re NIS funding

### **Neighbourhood Champions**

The lead councillors are concerned about the ongoing implementation of the Neighbourhood Champions scheme. In particular what happens when a resident who is a Neighbourhood Champion moves house, do they remain as a designated Neighbourhood Champion and entitled to continue from their new address? If so, does this mean there is a residual gap at their old address?

### **For action**

Advice to be sought for the lead councillors re process.

### **Parks**

Whilst parks may fall within the remit of the Environment and Economy leads, the Community Health and Well Being leads are particularly keen to see the parks used for 'health and well being' activities and as communal spaces used by all residents. They are keen to investigate what might need to be done in parks to encourage their use.

### **For action**

Advice to be provided to future meeting of the leads to meet with regard to the activities available in parks and future plans

**Harrow People**

Leads commented that there appear to be problems with the delivery of Harrow People magazine.

**For action**

Advice to be sought for the lead councillors with regard to how delivery of the magazine is monitored.

**Date of Next Meeting**

The next meeting of the Community Health and Well Being leads will take place on 25th February with the Corporate Director Community Health and Well Being to discuss commissioning panel outcomes and directorate priorities.

## **SCRUTINY LEAD MEMBERS' REPORT: RESOURCES**

**19<sup>th</sup> DECEMBER 2012**

### **Attendees**

Cllr Jerry Miles, Policy Lead Member, Resources  
Cllr Tony Ferrari, Performance Lead Member Resources  
Tom Whiting, Assistant Chief Executive  
Fern Silverio, Divisional Director Collections & Benefits  
Lynne Margetts, Service Manager Scrutiny

### **Resources Directorate Commissioning Panel Proposals**

Tom advised that the aim had been to identify 15% savings over the next two years and to consider future scenarios to reduce budgets by 25% and 35%. The 15% savings to be consistent with the further 25% and 35% reductions.

Tom outlined a number of issues. A potential issue for Resources is the reduction in the One Stop Shop, the population segments which are increasing are the segments which most prefer face-to-face contact. It is to be proven that proposed reductions in face to face access will be compensated for via online contacts. . There will be a reduction in the phone service for Public Realm services to encourage migration but where this doesn't happen waiting times will increase. Phone line access will be switched off in 2016/17. There may be significant issues for councillors in these circumstances. More intelligent telephony is being introduced to help compensate.

The leads will monitor the impact of the channel migration

Self service machines are also being introduced with the intention of closing down 'face-to-face' in 4 years and computers in kiosks with support will be available. The council will be working closely with the third sector to support residents through this shift. The impact of change proposals for the voluntary sector being made elsewhere in the council will need to be monitored.

Some savings identified in previous years have not been delivered. As such, growth items have been included in the 2013/14 budget and alternative savings to cover these have had to be identified.

There is also a risk in proposals with regard to the data centre. As the council has identified savings through not closing the computer room as per the ITO agreement any system failure which requires the backup system to be implemented will in future be a cost to the council and not to Capita.

The council is pursuing reductions in IT charges through the reduction in users or in buildings. If user numbers fall below 2000 this delivers a significant saving - thus the reduction in numbers to below 2000 has become a target

A new print contract with Xerox will reduce costs from £900k to £300k.

Insurance liability risk is being reduced in a number of ways e.g. by cutting down dangerous trees and not using poor drivers. This is allowing reductions to be made in the insurance pot but the robustness of this will be monitored

Committee Services are expected to lose 2.5 posts and this will be compensated for by identifying different ways of recording meetings, reducing the number of committees

The implementation of the review of corporate finance and changes to the SAP system are critical to the delivery of savings

Discretionary rate relief for charity shops will end

There will be no exemptions from Council Tax for empty properties or for properties undergoing major refurbishment

There are a number of growth pressures

- Undelivered savings
- Helpline income expectations not being realised
- Card payment system update
- Increased resources for payroll as academies opt out
- Increase in number of child protection lawyers
  - 0.5m back into central procurement

#### **For Action**

The Resources Leads will monitor the impact of the changes proposed in the commissioning panel papers, particularly the impact of channel migration

#### **Council Tax (CT) Support Scheme**

Fern introduced the changes.

It is accepted that there will be some confusion as residents who have not had to pay any CT in the past are now required to pay at least some. The council is launching a significant campaign to highlight the changes and working with voluntary organisations in this regard.

Councillors are concerned that the changes may result in the council pursuing residents already living in difficult situations for very small sums of money, which will be outweighed by the cost of the recovery.

The scheme to be adopted will see the shortfall of £3.8 million which has resulted from the change, being passed to CT recipients of working age. The council is assuming that 70% of this sum will be collected and that £1m will not. If this collection level is not achieved then there will be a further gap in the budget. Further risks include any significant increase in numbers of people claiming benefits or pensioner claimants. The changes mean an extra 7000 people paying an additional £5 per week



Fern advised that there are proposed changes to the debt recovery scheme which will see the bailiffs action on general debt and CT support debt kept separate. In future, more reminders will be sent and text messaging will be used, in line with proposals from the previous scrutiny work, greater cross referencing with housing and social care will be undertaken and debt/budgeting advice will be provided via the CAB. £150k growth is being sought to support this, though the anticipated 4 additional staff may not be sufficient. Bailiffs will be asked to ascertain vulnerability and more female staff will be used. £125 court costs may be weighed against the debt in order to right it off or might be given to bailiffs who will then be asked to waive their costs in order to stop the escalation of debt.

Collection levels will be monitored throughout the year.

It is important that this collection area is kept separate from the general collection - currently 98%

**For action**

Resources leads will continue to monitor the implementation of the Council Tax Support Scheme, particularly in the context of their existent work around debt recovery

**Date of Next Meeting**

To be confirmed

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