

Cabinet AGENDA

DATE: Thursday 12 September 2013

TIME: 6.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP

Chairman: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts)

Portfolio Holders:

Councillor Nizam Ismail	Community and Cultural Services, Housing
Councillor Krishna James	Adult Social Care, Health and Wellbeing
Councillor Zarina Khalid	Children, Schools and Families
Councillor Asad Omar	Deputy Leader, Environment and Community Safety
Councillor William Stoodley	Planning and Regeneration

Non Executive Cabinet Members (non voting):

Councillor Susan Hall	Leader of the Conservative Group
Councillor Barry Macleod-Cullinane	Deputy Leader of the Conservative Group

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

Contact: Daksha Ghelani, Senior Democratic Services Officer
Tel: 020 8424 1881 E-mail: daksha.ghelani@harrow.gov.uk

AGENDA - PART I

1. APOLOGIES FOR ABSENCE

To receive apologies for absence (if any).

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 Cabinet; and
- (b) all other Members present.

3. MINUTES (Pages 1 - 38)

That the minutes of the Cabinet meeting held on 18 July 2013 be taken as read and signed as a correct record.

4. PETITIONS

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

5. PUBLIC QUESTIONS *

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

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

[The deadline for receipt of public questions is 3.00 pm, Monday 9 September 2013. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

6. COUNCILLOR QUESTIONS *

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

Questions will be asked in the order agreed with the relevant Group Leader by the deadline for submission and there be a time limit of 15 minutes.

[The deadline for receipt of Councillor questions is 3.00 pm, Monday 9 September 2013].

7. **KEY DECISION SCHEDULE - SEPTEMBER TO NOVEMBER 2013**
(Pages 39 - 50)
8. **REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE OR SUB-COMMITTEES**
 - (a) Progress on Scrutiny Projects: (Pages 51 - 52)

For consideration.
 - (b) Concessionary Travel - Changes to the Taxicard Scheme: (Pages 53 - 56)

Reference from the Call-in Sub-Committee meeting held on 5 August 2013.

CHILDREN AND FAMILIES

- KEY 9. SPECIAL NEEDS TRANSPORT 3** (Pages 57 - 160)
Report of the Corporate Director of Children and Families.

RESOURCES

- KEY 10. COMMUNITY SAFETY PLAN** (Pages 161 - 184)
Report of the Corporate Director of Resources.
- 11. STRATEGIC PERFORMANCE REPORT - QUARTER 1** (Pages 185 - 218)
Report of the Corporate Director of Resources.
- KEY 12. REVENUE AND CAPITAL MONITORING FOR QUARTER 1 AS AT 30 JUNE 2013** (Pages 219 - 236)
Report of the Director of Finance and Assurance.
- 13. ANY OTHER URGENT BUSINESS**
Which cannot otherwise be dealt with.

AGENDA - PART II - Nil

*** DATA PROTECTION ACT NOTICE**

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

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

Deadline for questions	3.00 pm on Monday 9 September 2013
Publication of decisions	Friday 13 September 2013
Deadline for Call in	5.00 pm on 20 September 2013
Decisions implemented if not Called in	21 September 2013

CABINET MINUTES

18 JULY 2013

- | | | |
|--|-------------------------------|---------------------------|
| Chairman: | * Councillor Thaya Idaikkadar | |
| Councillors: | * Nizam Ismail | * Asad Omar |
| | * Krishna James | * William Stoodley |
| | * Zarina Khalid | |
| Non Executive
 Non Voting
 Councillors: | * Susan Hall | * Barry Macleod-Cullinane |
| In attendance:
 (Councillors) | Kam Chana | Minute 667 |
| | Paul Osborn | Minute 667 |
| | David Perry | Minute 667 |
| | Simon Williams | Minute 667 |

* Denotes Member present

661. School Expansion

The Portfolio Holder for Children, Schools and Families was proud to announce that the Department for Education had agreed to fund the expansion of 15 schools in Harrow, including a Special Educational Needs (SEN) Unit at Harrow College. She added that this was in addition to the nine schools that had already been approved for expansion.

The Portfolio Holder added that the expansion would enable the Council to provide 3,000 additional school places by 2015 to educate the increasing number of young people in Harrow's primary schools, including children with SEN in specialist schools together with specialist provision in mainstream schools. The Portfolio Holder thanked school staff and officers in the Children and Families Directorate who had been involved in submitting compelling bids

to the Department of Education. The expansion would also help enrich and enhance the lives and opportunities of Harrow's children.

The Leader of the Council also thanked the Corporate Director of Children and Families and Councillors for their support.

662. Apologies for Absence

An apology for lateness was received on behalf of Councillor Susan Hall, who had been delayed at another meeting.

663. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 10 – School Organisation

During consideration of this item and upon the mention of Vaughan School, Councillor William Stoodley declared a non-pecuniary interest in that he was the Chairman of the Planning Committee which had determined the recent planning application for the site. He would leave the room if the discussion became specific to Vaughan School.

Agenda Item 13 - Adoption of Harrow's Community Infrastructure Levy (CIL)

On behalf of Councillor Hall who had been delayed at a meeting, it was declared that she owned a business in Harrow and Wealdstone. She remained in the room to ask questions on the matter.

Agenda Item 15 – Concessionary Travel – Changes to the Taxi Card Scheme

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was employed by London Councils Limited which administered the Taxi Card Scheme. He would remain in the room to ask questions on this matter.

664. Minutes

RESOLVED: That, subject to the following amendment, the minutes of the meeting held on 20 June 2013, be taken as read and signed as a correct record:

Minute 652, Councillor Question 1, Page 9 of the agenda, last word of line 4 to read 'reserves' instead of 'service'.

665. Petitions

(1) Taxicards - Petition

Angela Dias, Harrow Association of Disabled people, presented a petition signed by 363 people with the following terms of reference:

"We, the undersigned, who are committed to the rights of disabled people to participate fully in society, call on Harrow Council to restore the taxicard allowance to 104 journeys per year for everyone who is assessed to need a taxicard."

RESOLVED: That the petition be received and considered with agenda item 15, Concessionary Travel – Changes to the Taxicard Scheme’.

(2) Yellow Line Parking Restrictions – Rayners Lane - Petition

Jeremy Zeid presented a petition signed by 100 people, with the following terms of reference:

“ We, the undersigned residents and businesses object to the following:

That Harrow Council is to impose more yellow line parking restrictions, without loading facilities, on the shops, services, businesses and customers of Rayners Lane and its environs. This at a time of economic uncertainty and reduced takings, borders on collective municipal insanity. The Council should make life easier, not harder.

The punitive actions will prevent businesses, deliveries, collections and customers from shopping, loading or unloading without risking a £60 welcome-to-Harrow “revenue raiser”. Businesses already in difficulty will close, the rest will be badly hit. The result will be another once thriving shopping street (like Station Road), turned by a greedy, seemingly uncaring Council, into another shuttered ghost town full of betting shops, loan-sharks, pawnbrokers and closed premises and a seething, growing resentment by people at the ends of their tethers.

May WE, the taxpaying residents and businesses of Harrow remind the Council who pays for them, their employees and all of the buildings, and demand that this appalling decision be reversed immediately as any delay for “consultations” will not only cost residents and businesses dearly, but also the Council in its inevitably reduced “revenue” and increased benefits bill.”

RESOLVED: That the petition be received and referred to the Corporate Director of Environment and Enterprise and the Portfolio Holder for Environment and Community Safety for consideration.

(3) The Croft, Playing Field, Pinner HA5 - Petition

A local resident presented a petition signed by 305 people, with the following terms of reference:

“ We, the undersigned, oppose the decision made to keep the gates of The Croft, Playing Field (off Cannonbury Avenue and Glover Road, Pinner, HA5) open throughout the night. Reasons for opposition: This will

- encourage anti-social behaviour, including underage drinking and the use of drugs;

- provide unlawful access to our properties without being seen or noticed, in the dark, and be targeted and burgled;
- leave home owners and their families vulnerable and fear for their safety, most of whom have young children or are elderly;
- definitely impact on the market value of our properties.

The Croft has been subject to anti-social behaviour prior to the gates being installed, hence the effort by the public and the Safer Neighbourhood Watch to fight to get them installed and closed during unsociable hours.”

RESOLVED: That the petition be received and referred to the Corporate Director of Environment and Enterprise and the Portfolio Holder for Environment and Community Safety for consideration.

666. Public Questions

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

1.

Questioner: Yvonne Lee, on behalf of Harrow Mencap

Asked of: Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: “Seemingly the outcome of the day service review is the ghettoization of people with profound and multiple disabilities in day services. How do you justify this?”

Answer: Thank you for the question.

I do not agree with your characterisation that it is “ghettoization” of people of Harrow and day services. On the contrary our vision is to provide opportunities for day activities in the community as well as in specific buildings.

The proposal in the report improves opportunities for people with the highest needs to be supported in the borough, in purpose built, modern buildings, with skilled staff.

In addition, Harrow continues to be at the forefront of personalisation and will provide a range of choices for people to access alternative services with personal budgets if they wish.

The report itself includes in detail the reasons for making the proposed changes. I am sorry if you do not agree with these reasons and may I add, I do understand where you are coming from. I have read the report and understand the concerns that you have but as someone who has actually gone and visited the new facilities, I feel this is probably the way for us to go now.

Supplemental Question: Can you give evidence of how you have used the feedback of service users, carers, the representatives of organisations to make this decision?

Supplemental Answer: We have looked at the extensive report, the figures, the number of people that are attending various places and according to that, we have come to the conclusions at present. There is always time for dialogue. You know that extensive consultation was carried out. The evidence is in the report.

2.

Questioner: Deven Pillay, Chief Executive, Harrow Mencap

Asked of: Councillor Thaya Idaikkadar, Leader of the Council
[Answer provided by Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing]

Question: “How is the Council Strategically planning for services to meet the needs of Disabled People to fulfil its priority of protecting the most vulnerable in Harrow?”

Answer: The Council is planning in a number of ways to meet the needs of local residents. The paper we are presenting today is one of a number that officers have developed recently that cover key areas of service provision and set out our approach to change and how we plan to meet future demand.

However, the main driver for adult services in Harrow is the personalisation of adult social care. Harrow continues to pioneer approaches to personalisation, and will be launching My Community ePurse in some weeks. This will enable people to choose and purchase their services online with support from our staff. We will be publishing a Market Position Statement shortly, which will set out the way that we will work with local service providers to ensure they are able to meet the needs of local residents.

Supplemental Question: Over the last two to three years, there have been a number of consultations – fairer charging, freedom passes, discretionary passes, taxicards, blue badges,

mental health day services, residential services, day services, taxicards again, meals on wheels, on top of Council Tax and the social fund.

All these changes on average, is every two months and has impacted on the same people, time and time again. How can you justify this as a strategic approach? To me it appears very piecemeal and I would ask, that having implemented some of these changes and about to implement these changes, are you aware of the impact in human cost on people who are disabled?

Supplemental Answer: If anybody on this Cabinet understands, I would as I happen to come from the same community and I have a brother who has polio. I do not take things lightly.

I have read the report thoroughly and have talked with my officers. I have visited the day centres. I somewhat agree in with you that, it is hard due to the government and different welfare reforms. I do understand.

3.

Questioner: Angela Dias, Harrow Association of Disabled People

Asked of: Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing
[Answer provided by Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts]

Question: “Many people in Harrow are reliant on taxicards for achieving access to the local community, and the people who are most reliant on taxicards, are often the most vulnerable people with the most complex needs. Can you please explain how making any kind of reduction to the scheme, which will for some people mean serious social exclusion, is meeting the Council’s stated priority of ‘supporting and protecting people who are most in need?’”

Answer: Just under 3,000 residents or approximately 1.3% of Harrow’s population is reliant on the London wide Taxi Card Scheme. Harrow fully supports the continuation of the Scheme and will always lobby TfL to ensure that they continue to fund part of the London wide scheme.

Unfortunately, due to budgetary pressures, it is no longer possible for Harrow to continue to top up the grant allocated for this purpose and this has resulted in

the proposed changes to reduce trips to ensure that the scheme is self funding via the TfL grant and therefore viable long term.

I note the comments regarding social exclusion and protecting the vulnerable and would add that there has been a full twelve week consultation on the subject with all scheme members. Having been sent details of options, in order to achieve the savings required, users have opted for the reduction in trips and a full impact assessment has been carried out to consider the impact to our residents. In view of this, we intend to work closely with Adult Services, contacts and the wider community to help mitigate identified impacts. In fact, we have a scheme better than most in London. These changes are going to bring the level of service very similar to other Councils.

As you may know, the Chief Executive is leading on this area for the West London Alliance which looks to create jobs and improve skills and businesses. That sort of concept can be applied in our working with the NHS. Now part of the reason this has arisen is that the NHS has not been providing the service the residents need. When residents need to go to the hospital, the transport should be provided by the NHS but they are not doing that properly so we are doing that. So, this is where I think there is room for improvement and we will keep it under review and look at the situation over time.

We also need to balance the budget.

By improving the service we can help more. You are aware that there have been a lot of complaints about the taxi service. Somebody called a taxi at 11 o'clock, it turned up at 12 o'clock and charged double, including in some instances the metres were run for the full day. We have therefore asked for a meeting with London Councils and I have specifically asked the officers to include you in the meeting. So by working proactively, I hope we can reduce the problems. Additionally, there are unprecedented cuts from the government and we all have to share the pain.

I will just finish it by saying you are still going to get 40 trips a year.

Supplemental Question:

Again, I would like to know what evidence you have actually got from the information and feedback given to you by service users, carers and organisations which helped you to make this decision to cut the Taxi Card?

**Cllr
Idaikkadar:** The consultation led to three options. One option was to increase the basic you pay from £2.50 to £5.00 but this was rejected by a majority. They thought that the best thing was to reduce the number of trips and we agreed with that.

4.

Questioner: Adam Gabsi, representing Harrow Association of Disabled people

Asked of: Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: “The stated aims of the Council for clients of Adult Social Care services, are around personalisation and choice, so can you please explain how planning changes such as closing Bentley and other day centres is offering choice to people, who have made it very clear that their choice is to continue attending Bentley?”

Answer: Thank you for your question.

The personalisation agenda is about providing choice and control to every local adult who receives social care services. Providing choice in this way inevitably means that some people no longer choose to use Council run services.

Many people have chosen not to attend Bentley Day Centre and the numbers attending are now low. This is one of the key reasons for the service closing.

However, each of the current users of the service will have a choice of alternatives and will have the choice to move within friendship groups so that they do not lose out.

The Council must make difficult decisions in order to manage within the resources available. We do not have a choice.

**Supplemental
Question:** Can you please tell us what evidence you have and how you have used the information and feedback given to you by service users, carers and representatives' organisations to make this decision?

**Supplemental
Answer:** Pages 147 -160, set out how the table is worked out and attendance at each Centre.

5.

Questioner: Norman Stevenson

Asked of: Councillor Asad Omar, Portfolio Holder for Environment and Community Safety

Question: Park Grass-Cutting and Maintenance

I am typical of a number of residents in Pinner South who have expressed concern that Pinner Village Gardens and The Croft parks will no longer have regular grass cutting done. This will mean that these popular and regularly used parks will become wastelands – this is likely to encourage damage to the environment caused by non-indigenous plant-growth, fly-tipping and possibly even encampments such as has been seen in a neglected site in neighbouring Barnet. Do you really want to risk ruining Harrow's famous green environment and making the borough less safe?

Answer: Thank you for your question.

I am sorry but do not agree with you. We are not ruining Harrow's green environment.

What we have done is to reduce the specification in secondary parks to manage our parks and converting parkland to wild grassland with a relaxed mowing regime. We will continue to monitor the parks and deal with any fly-tipping and illegal encampment robustly.

Path borders, sports pitches and play areas will still be cut at the same three week frequency as they are done now so there will not be any change there and will not prevent people enjoying the park amenities.

Wildflower meadows can sometimes be viewed unfavourably, possibly due to their physical height, inability to see the ground surface and perceived untidiness.

The mowing regime aims to create a wildflower meadow within a suburban environment which can bring a piece of peaceful and restful countryside.

Supplemental Question: Now the Council is aware of a 1986 archaeological report relating to Pinner Village Gardens. In there, there are medieval farm earth works, ridge and furrow which are believed to date from the 13th century. Since they are the closest remaining to central London, those who

know about these regard them as very rare and they should be given Ancient Monument Status.

Your policy of allowing the park to become overgrown, I take the point about meadows but for that particular area to become overgrown shows a wanton disregard for the ancient heritage of Harrow, going back centuries and I have notified English Heritage of this. Will you please immediately reverse the decision?

Supplemental Answer: This is the decision that was taken by the Cabinet back in February and, as you know, we have classified all our parks into key parks, parkland and open spaces. Pinner Village Gardens is one of the open spaces. We have reduced some of the pruning and leaf clearance but they will be looked after as well.

667. Councillor Questions

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

1.

Questioner: Councillor Simon Williams

Asked of: Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts

Question: "McDonald's on Shaftesbury Circle, in my ward of Harrow on the Hill have applied for an extension to its licensed opening hours. Following representation by residents concerned at the amount of litter generated by the restaurant, a public hearing of the Licensing Panel will be held on 22nd July. Objection has also been represented by this Council's Environmental Health based, again, on the amount of litter.

Residents that have presented formal representation are only a few of the residents I spoke with concerned about the amount of litter on and around Shaftesbury Circle and the failure of McDonald's, in this instance, to adequately address the problem. Residents are often reluctant to make formal representation and sometimes find it difficult to speak out, but in my view that is what we are here to do and to speak up for our residents.

Could you advise me please if you think it acceptable for McDonald's to employ a firm of licensing agents to contact residents who have registered representation

asking them to withdraw and contact the Council to say they no longer object to the application by the restaurant before the Licence Panel hearing in a few days time. Do you not agree that residents should be free from the fear of a letter from a firm of licensing agents when exercising their rights?"

Answer: I understand and appreciate your concerns. I thank you for representing the residents.

The use of a licensing agent would not, as such, be considered unreasonable or be a cause for concern. Many licence applicants make use of the services of agents to assist them in making applications or in preparing for hearings.

Similarly, it is not necessarily inappropriate for applicants or their agents to contact objectors to discuss these objections prior to a hearing. Legislation requires that names and addresses of objectors are available to the applicant. Often direct contact can allow the parties to gain a fuller understanding of the other's position or come to a compromise agreement which can either lead to an objection being withdrawn or assist in drawing up licence conditions. In many cases this dialogue can remove the need to hold a hearing.

It would, however, be inappropriate for either an applicant or an agent to place undue or unreasonable pressure on any objector to withdraw their objection. If any objector feels that this is happening they should contact the licensing service immediately and appropriate steps will be taken to investigate any conditions.

I have also spoken to the Licensing team late this afternoon. McDonald's employs a street warden. They have offered to widen the area they patrol and increase the frequency of it. That may lead to better clean areas plus this administration is actively considering introducing spot fines for litter dropping. Combined together, I hope and wish we can have a cleaner Shaftesbury Avenue.

Supplemental Question: Thank you for that answer. It has partly answered but in the last few days I have been contacted by a number of concerned residents who have been contacted by this agency who have felt under pressure and have felt intimidated and I wonder, in light of that, if you would consider postponing the Licensing Panel on Monday until we can have the confidence that residents have a full and open opportunity to exercise their democratic

right in decision-making. Also, just to be clear to some of the colleagues that do not quite understand this, that we have a wider review of Council policy in engaging with the public in the face of well resourced and powerful companies and their lobbyists?

Supplemental Answer: I understand your concerns but this is a legal issue. They have advertised for a hearing and there is a legal process to follow.

If the legal process is flawed or there were undue pressures put, I would suggest you send a sample letter used by the agency to the legal officer and the licensing officer and they consider whether the Licensing Panel meeting can be postponed. I as a Leader cannot interfere in the system they have. We have to go through the proper process and this is a technical matter.

2.

Questioner: Councillor Paul Osborn

Asked of: Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts

Question: "Do you believe that Councillor Graham Henson's outsourcing of the Council's IT to Capita has been a success?"

Answer: The decision to outsource the IT service was made following the production by PWC of an options analysis and a business case. This looked at the work that needed to be done to bring the Council's aging infrastructure and Novell operating system up to date. At the point of outsourcing over 90% of the infrastructure was end of life, following a number of years of under investment.

The Council's infrastructure at that point was at risk of major failure and required urgent upgrade.

The Council evaluated outsourcing the service as well as delivering the changes in house.

One of the key factors leading to the decision to outsource was the perceived risk of doing the essential transformation in-house versus the opportunity to have the work done for a fixed price with the risk contractually

transferred to a third party.

How has the outsource performed? Let me respond in two distinct respects:

1. The day to day activities and daily running of the service and support have been generally very successful. The challenging KPIs set by the contract have largely been met. A few problem areas have arisen from time to time, such as a delay in setting up new users in the autumn of last year but Capita have been responsive in correcting these issues. Most outages and service credits have been caused by the impact of the Transformation Programme on day to day activities. An example of this is the problems with email immediately following the move to Outlook.
2. The delivery of the Transformation Programme has been more difficult and there have been considerable delays to the completion of the programme. We are currently expecting the work to be completed by the end of November, some 19 months late. The delays are partly due to the fact that Capita took much longer than they should have to get the programme up and running and have had resourcing difficulties. They have accepted this and the Council's Chief Executive has been in discussion with Capita's Chief Executive to ensure that the delivery of this programme is of the highest priority to Capita.

However, much of the delay is due to unexpected complexities in the Harrow environment that have made the Transformation more difficult than anticipated. The risk of completion on time and to budget was transferred to Capita and therefore all cost overruns have been, and continue to be, met by them. While the impact of this on the Council's performance and reputation is a risk borne by ourselves, the costs are borne by Capita as they are contractually committed to delivering at a fixed price.

A key part of the decision to outsource was based on the risk analysis of Harrow leading the work versus a third party leading the work. The current position demonstrates that the risk element identified by PWC was correct and indeed may have been understated.

Therefore despite the delays and difficulties the decision to outsource was I still believe a good one since the alternative would have left the Council exposed to the escalating costs resulting from the delays and the

complexities of upgrading from the failing IT infrastructure that the Council had in place at the time.

Nevertheless, lessons need to be learnt and I would add that Capita's life term is coming fairly soon and the new contract is to be procured. Capita can apply if they wish to and I have already instructed officers it will be a cross party vote as part of the evaluation of all new applications.

Supplemental Question: First of all, we have established in the past that actually the failings started after the outsourcing rather than before the outsourcing but I would just draw your attention to the fact that the service has been so bad that according to the Revenue and Capital Outturn report that went to Cabinet last month, Capita have had to provide credits of over £500,000 and according to page 541 of the agenda for this meeting, a report in your name, Leader, it says about the IT system and the complaints "Complaints have remained high. There was a slight dip in Q2 when Transformation activity was virtually halted but throughout the year the level has been high. It is anticipated there will be further disruptions if we press ahead with the Transformation and complaints are likely to remain high".

My supplementary question is, if you regard that as a success, how exactly would you define failure?

Supplemental Answer: Well, I think you have got to look at the starting point. You can compare with places like Hammersmith. So if you start with a low base, there are going to be problems but I said that there are lessons to be learnt. Let us work together and get a new contract that is helpful for Harrow.

3.

Questioner: Councillor Kam Chana

Asked of: Councillor Asad Omar, Deputy Leader and Portfolio Holder of Environment and Community Safety

Question: "Could you provide an update on the Council's plans for the pavilion in the Croft Park, off Cannonbury Avenue?"

Answer: Thank you for your question.

As you probably know more than I do about this pavilion, it is a very sound pavilion and it was gutted some time ago following a fire. What we want to do is find a suitable partner to renovate and take up a lease on the

building. We had marketed it before but as you know, Sport England objected to it because they wanted a changing room in there. What we are going to do is remarket it and hopefully an organisation or nursery will show interest and they will have changing rooms in their plans as well.

Supplemental Question: You mention about marketing. To market something, it needs to look desirable and the area needs to look desirable. By leaving the grass long, do you believe you will have trouble with the marketing as you are not cutting grass even once a year. For example, you will have trouble to try and market the pavilion and get suitable people in to renovate it because it has been a decade and counting? Do you believe by not cutting the grass, it will be detrimental to your marketing plans?

Supplemental Answer: Sorry, cutting grass is a different issue but what I would like to say is we are confident we can remarket it and what I am hoping in the next three to four weeks' time it will go on the market and hopefully someone will show an interest.

4.

Questioner: Councillor Kam Chana

Asked of: Councillor Asad Omar, Deputy Leader and Portfolio Holder of Environment and Community Safety

Question: 'Can you confirm whether your plans to start leaving Harrow's parks unlocked extend to the Croft Park?'

Answer: Yes they do.

Supplemental Question: Are you aware Richmond Council recently reversed a decision to start leaving some of its parks unlocked after resident complaints and does this give you cause for second thoughts as you press ahead with not locking Harrow parks?

Supplemental Answer: Thank you for your supplementary question.

As you know, this was an MTFs savings in the budget in February this year. It is only 30% of the parks which are locked and what we are doing is, we will be monitoring any anti social behaviour, any littering, any graffiti and we will be working with the SNT team and also the park users to see what we can do about it. I mean, we are not reversing this at the present time but if it needs to be, we will have to look and do it maybe in about six months' time.

5.

Questioner: Councillor David Perry

Asked of: Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts

Question: "Do you feel that the unconventional political set up currently in place with your administration is unsettling, and the residents of Harrow should have cause for concern as key services are clearly not receiving the attention they desperately need?"

Question WITHDRAWN.

6.

Questioner: Councillor David Perry

Asked of: Councillor Nizam Ismail, Portfolio Holder for Community and Cultural Services

Question: "At the most recent meeting of the Overview and Scrutiny Committee, the Leader of the Council mentioned your Administration will increase the support provided to the Third Sector. Therefore please could you clarify over the next 12 months what support this will be?"

Answer: Thank you.

Harrow Council has pledged its commitment to supporting the Third Sector through the adoption of the Third Sector Strategy in March and is now fulfilling its actions under that Strategy. We have already delivered our new three year Outcomes Based Grants Programme which will see organisations funded for three years from 2013/14. In addition, we have identified a further £90,000 which will be used over the next year to commission face to face advice services and hate crime support from the Third Sector. We have been working closely with community organisations to identify what support services they will need and how they want those services to be delivered – such as funding support, training, volunteering – and we will be funding a new CVS service (Council for Voluntary Service) from September with a specification driven by the sector and delivered locally.

In addition, the Council will be procuring services for residents from the Third Sector in Harrow. For example, Harrow is investing £350,000 over the next two years in Healthwatch, which is being delivered by a partnership of local organisations.

Harrow is also launching the Mutual Support Network this year which will be an additional investment in preventive services. We have started the process of identifying a provider by inviting organisations, including the local voluntary sector, to express an interest in delivering the concept. This will represent an investment of £450,000 including £150,000 from Harrow Strategic Partnership.

We will be working with the Sector to identify other services they can help us deliver and have invited these representatives to our Managers Forum in September to explore how we can take this forward.

Supplemental Question:

I think we have already seen this evening how emotive the issues facing the voluntary sector are and the people that are in need in Harrow and I think, given the attendance this evening and the passion with which they have come forward, it is even more important than ever, that as an administration yourselves, that you continue to put people first and the Third Sector definitely put people first. What I would like to ask you is, given some of the recent policy changes which you have made, which affect the environment, I think that is money which you have U-turned which could have gone into protecting more frontline services for the people that actually need them. I think it is even more difficult and I actually sympathise with yourselves at the moment because you are in a difficult position as an administration because of the reduction of funding from the government which are putting these difficult decisions at the hands of Councillors locally. That is a fact and this is the reality of what we are having to deal with.

So my question is, will you continue to challenge any influences that you have to put forward, place over people that may come within this administration set up?

Supplemental Answer:

As you know, I am a community oriented person and I have been here for 12 years serving the community. You rightly said, Harrow is the lowest funded Council in London.

Now to respond to these challenges, Harrow Council's

Third Sector Strategy Working Together Partnership has done much to address these needs. This Strategy was sponsored by the Third Sector Forum and chaired by the Corporate Director and attended by a cross section of organisations. I too attended last week. During that meeting, the Third Sector, Harrow Council, NHS Harrow, Harrow College, Stanmore College and Job Centres were there. So as you rightly said, all those participants here were represented on that.

As you know, we have already delivered 42 main grants, sports budgets, reported an increase in membership and demand for coaching as a result of the last Olympics. These organisations supported over 15,000 beneficiaries and 1,000 volunteer workers. Thirteen organisations were awarded Edward Harvist Trust money. I am looking forward to obtaining some funds and promote this community so that all communities will join together. I have been supported in the proposal over the management of the community premises. The new Centre is expected to be opened in May 2013 and will support over 100 community organisations with flexible accommodation. My ambition is to work closely together with the Third Sector and community organisations and hold joint meetings to monitor their services and get feedback as to how best I could improve even better.

The following questions were not reached in the time limit of 15 minutes. It was noted that written responses would be provided, which have been reproduced below:

7.

Questioner: Councillor David Perry

Asked of: Councillor Zarina Khalid, Portfolio Holder for Children, Schools and Families

Question: "Please could you outline the detail of the new policy announcement made by the Leader of the Council, at the recent Overview and Scrutiny committee, in reference to your Portfolio, regarding your administrations intention to use vacant buildings on the Civic Centre site as 'Classrooms'?"

Answer: The Council is currently investigating a number of options that would deliver sufficient primary school places. Depending on the outcome from government decisions regarding funding for Marlborough and Vaughan Schools we may need to consider any other potential sites to support the re-build of both schools.

8.

Questioner: Councillor Margaret Davine

Asked of: Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing

Question: In the report and recommendations on the “Transformation of Day Opportunities in Harrow”, which will be considered by the Cabinet tonight, the future use of Bedford House is not clear.

Will the Portfolio Holder please explain her long term plans for the future of this building and its facilities?

Answer: In your Cabinet paper in January in relation to residential care services you recommended the following:

“Work with the Council’s Estates Department to identify a longer term option for the efficient use of Bedford House. This may include the potential sale of the building and the purchase of an alternative building which meets the needs of the long-term residents in a high quality environment.”

As we have said, this Cabinet will adhere to major policy decisions made by your administration and the findings in today’s report are consistent with those in January.

Subject to approval of the recommendations in the report I will ask officers to consider whether an alternative, high quality alternative to Bedford House could be found for the permanent residents of this service.

I wish to stress that a move to this alternative must be in the interests of the residents, and enable them to maintain their friendship groups. As in today’s report it and must be implemented with sensitivity and professionalism.

9.

Questioner: Councillor Sachin Shah

Asked of: Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts

Question: "Please could you confirm whether or not you submitted a formal response in your capacity as Leader of the Council on behalf of Harrow Council, to the London-wide draft **LSP5 consultation** on the cuts to the fire service?"

Answer: I can confirm that I did not submit a formal response on behalf of the Council to the London-wide draft LSP5 consultation. This was because the details contained in the plan regarding Harrow include the provision of an additional appliance to be located in the Borough adding to the service's capacity to respond to emergencies locally. At the same time the Plan does not envisage changing the targets for responding to emergencies but does seek to reduce the number of fires in all categories during each year of the Plan and increase targeted preventative work, inspections and audits.

10.

Questioner: Councillor Kam Chana

Asked of: Councillor Asad Omar, Deputy Leader and Portfolio Holder of Environment and Community Safety

Question: "What is being done to fix the pot holes on Cannon Lane and in Cannonbury Avenue?"

Answer: All carriageways in the Borough are inspected on a periodic basis and additionally when residents bring specific concerns to the Council's attention. As a result of these inspections localised repairs are implemented where it is considered there may be a potential hazard to either pedestrians or vehicle users.

There are one of three categories assigned to any area that the Highways inspector has identified as requiring rectification.

- 1) Urgent repairs are dealt within 2 to 24 hours depending on their likely impact on road users
- 2) Areas that although considered to require fairly prompt attention they do not present an immediate problem and are repaired within 5 working days
- 3) Other areas that do not present a hazard but fall within the Council's intervention levels are to be repaired within 3 weeks.

The clock starts from the date of the issue of the orders to the Contractor. Category 1 repairs are issued

immediately they are observed by the inspector, category 2 repairs are issued the day after they are observed and category 3 repairs are issued in line with the remaining available budget. Therefore the more category 1 and 2 repairs issued the less category 3 repairs can be released. Unfortunately this does lead to a backlog.

The Highways Inspector for this area inspected Cannonbury Avenue on 17 April and observed 10 locations in the carriageway which he considered to be category 3. The orders for these have now been raised and they are programmed for completion by the end of this week. Cannon Lane is due for its next inspection in the next few days.

11.

Questioner: Councillor Christine Bednell

Asked of: Councillor Zarina Khalid, Portfolio Holder for Children, Schools and Families

Question: 'Could you please outline your administration's plans to accommodate the increasing and pressing demand for secondary school places?'

Answer: The Council has an excellent track record at providing the appropriate number of school places for the children of Harrow residents without creating surplus capacity. This has been done through good work by officers and negotiation with our Primary and Special school Headteachers and Governing Bodies. Currently there is capacity in Year 7, the first year of the secondary phase, for September 2013 and the next few years. The demand for secondary school places from the growth in pupil population is not projected to hit Year 7 until September 2016. The unknown impact of the Government's Free School programme, including, but not necessarily limited to, Avanti House also has to be factored into a future strategy.

Discussions have already started with Secondary school Headteachers about that strategy. These will continue in the autumn term and a proposed strategy will be brought to Cabinet in due course. The funding of any strategy will also need to be clarified in the light of known and future funding streams that the Council can access to provide what, by the end of this decade, will be a significant number of additional secondary places.

668. Key Decision Schedule - July to September 2013

RESOLVED: To note the contents of the Key Decision Schedule for July 2013.

669. Progress on Scrutiny Projects

RESOLVED: To receive and note the progress of scrutiny projects.

670. Harrow Partnership Board

Cabinet received a report of the Corporate Director of Resources, which summarised the discussion at the meeting of the Partnership Board held on 27 June 2013.

RESOLVED: That the report be noted.

RECOMMENDED ITEMS

671. Adoption of Harrow's Community Infrastructure Levy

The Portfolio Holder for Planning and Regeneration introduced the report, which set out the outcome of the examination into Harrow's Community Infrastructure Levy (CIL) Charging Schedule and for Council to approve and adopt the Charging Schedule.

The Portfolio Holder explained the background to the report and explained that the CIL would allow local authorities to raise funds from developers to pay for the infrastructure that was needed as a result of their development. He added that the Council had consulted on the proposed rates and submitted its Charging Schedule for Independent Examination where it had been concluded that the Council had taken a pragmatic approach towards setting the rates.

Cabinet Members were informed that changes to the CIL could be made by future administrations. The Portfolio Holder responded to questions from the non-voting non-Executive Cabinet Members about the impact of the proposed charges on Care Homes and Use Class A1 Retail and the overall impact on small businesses at a time when the Council was looking for these to expand and create jobs for local residents. He drew attention to the conclusions reached by the Independent Examiner that the Council's decision to set the CIL rates was based on reasonable assumptions about development value and likely costs. The evidence suggested that residential and commercial development would remain viable across most of the borough, especially those parts where substantial development was planned, if the charge was applied. The Independent Examiner had concluded that the proposed charge rate would not put the overall development of the area at serious risk.

Cabinet noted that the report proposed a start date of 1 October 2013 and discussions ensued about how this could be achieved and what governance arrangements had been put in place. The Chief Executive outlined the

options available to Members, and officers outlined the impact of any delay in the implementation of the start date. An agreement on how the start date would be achieved would follow after the meeting.

Resolved to RECOMMEND: (to Council)

That

- (1) the CIL Charging Schedule and the Instalments Policy and Regulation 123 List appended to the Schedule be adopted;
- (2) a commencement date of 1 October 2013 for the coming into effect of the CIL Charging Schedule be approved.

Reason for Recommendation: To provide an important mechanism for the funding of infrastructure to support the implementation of the Local Plan.

Alternative Options Considered and Rejected: As set out in the report.

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

[Call-in does not apply to this recommendation as the decision is reserved to Council.]

RESOLVED ITEMS

672. School Organisation

The Portfolio Holder for Children, Schools and Families introduced the report, which set out school organisation issues in Harrow, including School Place Planning, Phase 2 of the Primary School Expansion Programme, Special School SEN Placements Planning Framework, Early Years Strategy and Amalgamation Policy. The Portfolio Holder informed Cabinet that there had been a 33% rise in bulge classes and the pressures to provide extra places in schools.

An officer outlined the implications of the Department of Education's announcement to fund the expansion of 15 schools in Harrow and its relationship with the Special Educational Needs (SEN) Placement Planning Framework which, together, would help provide more opportunities for children in Harrow.

The Portfolio Holder and the Corporate Director of Children and Families responded to questions from non-voting non-Executive Cabinet Members on Council policy regarding academies and consultation, projections and delegations, as follows:

- the Council had an excellent relationship with all the schools in the borough, including faith schools and academies which were

autonomous. All types of schools would continue to be supported by the Portfolio Holder and the Directorate;

- robust consultation mechanisms were in place following the incorporation of the lessons learnt from the Vaughan School expansion. The money from the Department of Education would help contingencies to be put in place where planning permission for expansion was not granted to schools. The money would also help build in flexibility;
- projections made in relation to school place planning and pupil growth had been accurate and that the Council had managed to offer a place to all children whose applications had been received on time;
- there was a risk of undersupply in the school places available at both primary and secondary levels. However, appropriate measures were in place and all options would be investigated;
- delegations put in place by Cabinet in November 2012 were appropriate for application where there was a need for other schools to be identified for permanent expansion. The relevant shadow Portfolio Holders would be kept abreast of developments in this area, including the capital spend in relation to the expansion;
- a briefing note setting out the Department for Education's announcement to fund the expansion of 15 schools would be issued soon.

RESOLVED: That

- (1) phase 2 of the Primary School Expansion Programme be moved to the statutory process for permanent expansion, as stated in Appendix A to the report;
- (2) the Special School SEN Placements Planning Framework, at Appendix B to the report, be approved;
- (3) the Amalgamation Policy, at Appendix C to the report, be confirmed;
- (4) the progress made in developing the Harrow's Early Years Strategy be noted.

Reason for Decision: To fulfill the local authority's statutory duties to provide sufficient, high quality school places in its area as part of its strategic role as champion for parents and families, for vulnerable pupils and of educational excellence.

Alternative Options Considered and Rejected: As set out in the report.

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

673. West London Independent Fostering Agency Framework Tender

The Portfolio Holder for Children, Schools and Families introduced the report, which set out the Framework that would allow the use of collective purchasing power of West London local authorities to deliver preferable rates of Independent Fostering Agencies (IFAs) with additional fee reductions and discounts, including other benefits.

The Framework would

- enable the partners to effectively manage the quality and availability of placements and ensure that more local placements were made available locally;
- help deliver more efficient commissioning arrangements for Looked After Children placed with IFAs.

A non-voting non-Executive Cabinet Member was concerned about the savings that would be achieved which were in the region of up to 2% only and how these compared to the unit costs of the placements. In response, the Corporate Director of Children and Families stated that the unit costs had been benchmarked and were the best in London. She added that it was important to recognise that the children in question would have complex needs.

The Chief Executive, who Chaired the West London Alliance Children's Group, confirmed that the Framework for IFA was the best in London and would provide care in a family setting. He acknowledged that whilst the initial savings were small there were opportunities for the longer term.

The same non-voting non-Executive Cabinet Member asked about the break clauses and whether the Framework was the right one to join. The Portfolio Holder for Children, Schools and Families said that the Council could leave the contract at any time but that a departure of any Council would have an impact on the Framework. The Corporate Director of Children and Families added that the prices would vary and that other Councils had shown an interest in joining the Framework. Moreover, there were a wide range of providers which could drive costs down even further. In conclusion, she explained that the process of fostering Looked After Children who often had complex needs was expensive.

RESOLVED: That

- (1) the process taken by officers in entering into a Framework Agreement with the West London Independent Fostering Agency Framework headed by the London Borough of Hillingdon for a period of up to four years be noted;
- (2) authority be delegated to the Corporate Director of Children and Families, in consultation with Portfolio Holder of Children, Schools and Families, to enter into the West London Independent Fostering Agency Framework for the provision of independent foster carers.

Reason for Decision: To enter into the Framework Agreement with other boroughs and delegating authority.

Alternative Options Considered and Rejected: As set out in the report.

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

674. Transformation of Day Opportunities in Harrow

The Portfolio Holder for Adult Social Care, Health and Wellbeing introduced the report, which set out the conclusions of the consultation, including further work that had taken place, on a new Model of Day Opportunities in Harrow following Cabinet's decision in January 2013. The report sought approval for transforming Day Opportunities in Harrow.

The Portfolio Holder added that the consultation had engaged with approximately 650 people and it was important to make the changes for the following reasons:

- to ensure that the services provided were used effectively and levels of underuse addressed;
- that the Council was responding appropriately to the demographic changes;
- the need to respond to the personalisation agenda which gives people a choice of services to use;
- the need to support those most in need by ensuring they can access the services provided by the Council.

The Portfolio Holder appreciated that the proposals would entail change which would concern some users and she was sad about this but felt that service provision would improve as a result of the proposals. She added that the situation would continue to be handled with the utmost sensitivity and trust, as there was a great deal of work to be done to bring the proposals to fruition. The Equality Impact Assessment (EqIA) was thorough and explained how the Council would mitigate adverse impacts.

The Portfolio Holder added that the process had been put in train by her predecessor and that she had seen some of the benefits that would ensue as a result of the proposals. However, the process was not complete and discussions would continue and she empathised with the disabled movement, with whom the ongoing work would continue.

The Corporate Director of Community, Health and Wellbeing referred to the report, which set out many benefits of the proposals alongside some challenges. He added that the proposals would also allow some disabled people to return to Harrow and use services near their families.

An officer detailed the feedback received from various organisations and users and explained that the recommendations set out in the report allowed for the same level of service to be provided to users. The officer added that the Council was committed to working with users to identify their requirements, such as friendship groups which many users wanted retained. He added that it was essential that there was choice but where there were preferences, the Council would aim to support them. In addition, service users would help design facilities, such as the provision of gym(s) within the buildings.

The Non-voting non-Executive Cabinet Members asked why the original proposals to Cabinet were not being revisited by the new administration.

In response to some comments about the use of Bentley Day Centre, the Corporate Director of Community, Health and Wellbeing stated that whilst he could not comment on individual cases, the process culminating into the report before Cabinet had commenced in January 2013 when Cabinet authorised consultations, and he confirmed that substantial changes had been made to the original suggestions. There was a need to balance choice with financial considerations. The Corporate Director added that the report was silent on the future of some of the Day Centre buildings and further opportunities to learn and share would be available through the Steering Group which would continue to exist as part of this process. In responding to questions, the Leader of the Council confirmed that an interest in a site had been received; however the Council had continued to focus on the needs of service users which had 'driven' the proposals before Cabinet.

The Chief Executive referred to the extensive consultations carried out, including the outcomes which had been shared widely and detailed in the report. He added that the Council was under immense financial pressure and all service areas were being asked to identify savings. It was essential that the Council focussed on the most vulnerable and he confirmed that existing service users would not have a reduction in their service. The proposals were underpinned by the issue of personalised budgets thereby giving choice to users and there was a need to integrate health and social care budgets. The proposals were intended to provide a better service in an adverse financial climate.

The Portfolio Holder said that she was aware it was a transitional period and was disappointed with the number of processes that had arrived at the same time. She was of the view that it was an opportune time for all sections of the community to come together to ensure successful outcomes. She was confident that the EqlAs had been undertaken and were thorough but further discussions would be required on the overall implementation of the proposals.

In response to additional questions from the non-voting non-Executive Cabinet Members about the utilisation of the Bentley Neighbourhood Resource Centre and its capacity which ought to be exploited, an officer replied that there was a need to manage within available resources and the building was not sustainable in its present form. The officer added that the matching of staff to jobs as part of the proposals would be carried out and he expected a much lower level of redundancies than the 11 identified, due to

redeployment opportunities that would be made available to staff affected by the proposals and people choosing retirement.

In conclusion, the Corporate Director of Community, Health and Wellbeing explained the implications of not going ahead with the proposals as they would impact on the young people arriving through the transition process and those who were using services outside the borough as they would not be able to receive services in Harrow near their families. He added that the EqIA had been vigorous and thorough, extensive consultations had taken place on the proposals and there were opportunities for mitigation measures to be put in place.

RESOLVED: That

- (1) a new service model, which incorporated a focus on internal services for those with the highest needs, provided in specialist environments and in which people with lower needs would be supported by alternative providers in the community, be agreed;

Phase One: Reducing & Rationalising Buildings

During Phase One, the Council would make operational changes to services to tackle the current over provision of spaces and offer best value for money. This would deliver required Medium Term Financial Strategy (MTFS) savings during 2013/14 whilst moving towards the proposed service model.

During this phase the Council would reduce the number of Council buildings used by in-house services from seven to four. Capacity at Sancroft Hall would also be utilised as the Council moved to this approach. Current vacancy levels in all five facilities would ensure that the Council could continue to offer high quality day opportunities as it transitioned to the new model.

The Council would support service users to maintain friendship and peer groups, which consultation had demonstrated to be important to them. Services provided would be at the current level, and of a similar type. The Council would commence planning for comprehensive reviews of individual needs to take place in Phase Two.

Phase Two: Longer Term Changes to Delivery in NRCs

During Phase Two we would implement changes to deliver the new day opportunities model. This will include the development of specialised services to meet the needs of the most vulnerable in the community.

Phase Two would involve changes over a period of time, including individual assessment and support planning to help people to identify the most appropriate service for their needs.

- (2) the transformation of individual services during Phase Two of implementation, as described below, be approved:

A: Byron Neighbourhood Resource Centre - A specialised service would be provided for people with a learning disability including challenging behaviour and Autism;

B: Kenmore Neighbourhood Resource Centre - A specialised service would be provided for people with Complex Physical and/or Sensory Disabilities;

C: Vaughan Neighbourhood Resource Centre - A specialised service would be provided for people with a learning disability and complex needs;

D: Milmans Neighbourhood Resource Centre - A specialised service would be provided for older people including people with dementia;

- (3) the Council cease to use the following buildings for day opportunities for vulnerable people:

Bentley Neighbourhood Resource Centre – the Council would consider alternative use or potential disposal of this property.

Gordon Avenue – Officers would negotiate with the owner of the property in relation to changing/ending use.

Bedford House – The building would continue to be used as a permanent residential care home for ten people with a learning disability as approved by Cabinet in March 2013. The Council would consider the future use of this building;

- (4) the Capital Programme be amended so that this resource could be made available for capital works which arise from this review, and the recent review of Residential Care services. This would rename the capital project for "Bentley Day Centre Remodelling and Refurbishment" to "Remodelling and Refurbishment of Adult Services Residential Care and Day Care Services";
- (5) the further development of a marketplace of community-based services for people with personal budgets delivered through the Council's on-line market place – My Community ePurse – be noted;
- (6) the further development of integrated services, offering a greater range of health related services and therapies within the four designated Neighbourhood Centres and other community facilities, as part of the new responsive model of day opportunities, be noted.

Reason for Decision: The development of this new model of day opportunities for vulnerable people in Harrow would

- deliver a model in which services were strategically aligned and financially affordable for the future;
- ensure that the London Borough of Harrow was using its resources to support those most in need in safe and high quality services;
- deliver revenue savings of £300,000 in 2013/14 and £300,000 in 2014/15;
- ensure that we use the buildings available to us in the most effective and efficient ways;
- support greater integration of health and social care services in order to develop improved seamless, preventative services, for example, using centres for physiotherapy and health education;
- respond to the changing demographic profile of people who use day opportunities, for example, by providing services that were able to respond to young people with severe autism and challenging behaviour support staff.

Alternative Options Considered and Rejected: As set out in the report.

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

675. Discretionary Housing Payment

Cabinet received a report of the Corporate Director of Resources, which set out the changes to the Discretionary Housing Payment Policy in light of increased funding from the government in response to the welfare reforms. The changes would provide additional housing payments to support those residents on low incomes and who were in receipt of housing benefit but where the residents were also being affected by the government cuts to their benefits.

Cabinet Members were informed that in order to mitigate the impact of the welfare reforms, the Council had received extra Discretionary Housing Payment Grant (DHP) to help those residents in financial hardship with 'housing costs'. The Portfolio Holder for Housing contributed by saying that, this year, Harrow had £1.2million to support households, a 400% increase on last year, and had consulted widely with Housing Associations, the Voluntary Sector, the Council's Housing and Children's Services to ensure that policy and key criteria were developed to effectively award the money to those most in need.

Discretionary Housing Payments were part of a range of measures the Council was offering as part of its Harrow Help Scheme, to support those hit by benefit changes, alongside an Emergency Relief scheme, a Hardship Fund and Xcite Funding.

The Divisional Director of Collections and Housing Benefits clarified that the recipients of the Discretionary Housing Payment would be those people who were in receipt of housing benefit and that the Policy would target those affected. In response to a further question from a non-voting non-Executive Cabinet Member, the Divisional Director stated that the legislation restricted the use of the funds to the provision of financial assistance for the purposes of 'housing costs' and other claimants could not qualify for Discretionary Housing Payment. Any unspent money would have to be returned to the Department for Work and Pensions.

RESOLVED: That

- (1) the new Discretionary Housing Payment Policy for 2013/14, as recommended by officers, be agreed and adopted;
- (2) the policy remain in place for future years unless a substantial change in legislation or funding results in a need for review;
- (3) the Policy be reviewed in any event after a period of three years if it remained unchanged.

Reason for Decision: The Discretionary Housing Payment policy had incorporated feedback from consultation with internal services, the public and voluntary agencies. It had been shaped to target £1.2m between those households identified as in greatest need following the implementation of welfare reforms to Housing Benefits.

Alternative Options Considered and Rejected: As set out in the report.

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

676. Concessionary Travel - Changes to the Taxicard Scheme

Cabinet considered a report of the Corporate Director of Resources, which set out proposed changes to the Taxicard Scheme as a result of the need to make savings to balance the Council's budget for the next financial year. The report showed how feedback from the consultation had shaped the changes put forward.

The Leader of the Council, in his capacity as Portfolio Holder for Finance, stated that it was with a 'heavy heart' that he was introducing this report, which had been due to the need to eliminate a budget gap. However, the Council had to make difficult decisions and the proposal to reduce the Taxi Card scheme trip to 40 for all Members with effect from October 2013 was being proposed to make a saving of £200,000.

The Leader added that a comprehensive consultation exercise had been undertaken and the feedback received had been carefully analysed. The consultation had provided three options:

- an increase in the contribution to £5.00 for every individual trip a member of the Taxicard scheme took representing an increase of £2.50;
- a reduction in all trips to 40 a year;
- a combination of the two options above.

It was noted that users had, overwhelmingly, chosen the option of having the trips reduced to 40. The Leader added that he was mindful of the impact of the proposals, as he was aware that there were approximately 450 users who currently had been allocated 104 trips per annum, rather than the usual 52 because they had no other travel concessions, who might be severely affected by the introduction of these changes mid-year when they may already have used more than the new allowance of 40 trips by the time of implementation. As a result, he proposed an additional recommendation, which was duly seconded by the Portfolio Holder for Planning and Regeneration, which would provide transitional arrangements for users.

The Leader of the Council informed Members that the consultation had also brought to attention the many failings with the existing providers and it was intended to lobby London Councils in this regard. A meeting date had been agreed where Officers, Members and representatives from Harrow Association of Disabled (HAD) people would put forward the findings with a view to ensuring a better service or the procurement of different contractors in the future.

In response to questions from the Portfolio Holders for Environment and Community Safety and Adult Social Care, Health and Wellbeing, the Leader agreed that the role of the NHS in this area needed to be investigated though the Council's Health and Wellbeing Board. The Leader also responded to additional questions from the non-voting non-Executive Cabinet Members about the Equality Impact Assessment (EqIA) which he was satisfied with, including that the consultation, which had received a high number of responses, had been thorough and inclusive. He added that the Council needed to save money and a way of achieving this was by providing efficient services. A non-voting non-Executive Member was pleased with the mitigation measures being proposed.

An officer informed Cabinet that a clear mandate for Option 2 had been received as a result of the consultation undertaken. In order to mitigate the impact a transition scheme had been proposed by the Leader. He added that the consultation had provided 'rich' data which would be used at the meeting with London Councils. The report also set out answers given to specific comments received during the consultation.

The Divisional Director informed Members that Harrow had the highest number of users and the highest numbers that received Discretionary Freedom Passes.

Having moved a further recommendation to help mitigate the impact of the proposals, it was

RESOLVED: That

- (1) the scheme changes as recommended by officers in the body of the report, namely the adoption of Option (2), a maximum of 40 trips per annum for all users with effect from 1 October 2013 be agreed;
- (2) the scheduled review of all existing members during 2013/14 be noted;
- (3) it be noted that officers would be liaising with London Councils regarding the issues raised by users and HAD regarding the operation of the Taxicard Scheme;
- (4) the implementation of additional trips on top of the new scheme allowance for the period 1 October 2013 to 31 March 2014 to support phasing from current scheme into new scheme be agreed; however
 - (i) for those users who were previously allocated 104 trips, an additional allocation of 20 trips for the year 2013/14 only for the period 1 October 2013 until 31 March 2014, be agreed so long as no more than 52 trips had been used by 30 September 2014, otherwise scheme holders would be given the balance of 72 trips minus their trip usage to 30 September 2013;
 - (ii) for those users who were previously allocated 52 trips, an additional allocation of 20 trips for the year 2013/14 only for the period 1 October 2013 until 31 March 2014, so long as no more than 26 trips had been used by 30 September 2013, otherwise scheme holders would be given the balance of 46 trips minus their trip usage to 30 September 2013.
- (5) resolution (4) above would provide transitional arrangements and would ensure that all scheme members had at least some trips for the rest of the year and specifically to use during the winter months when bad weather and lack of transport facilities could lead to unnecessary isolation.

Reason for Decision: The changes proposed to the Taxicard Scheme had been shaped as a result of feedback from a wide consultation with residents and users of the Taxicard Scheme. Feedback from the consultation had influenced both the proposals that have been put to Cabinet for consideration and the Equality Impact Assessment showing the impacts of these changes.

To implement the changes to the Taxicard on 1 October 2013 and provide transitional arrangements.

Alternative Options Considered and Rejected: As set out in the report.

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

677. Strategic Performance Report (Q4)

Cabinet received a report of the Corporate Director of Resources summarising Council and service performance against key measures, including areas requiring attention.

The Leader of the Council, in his capacity as Portfolio Holder for Performance, Customer Services and Corporate Services, reflected on the past year and highlighted some of the key aspects of the report, as follows:

- the end of year financial position was favourable, with a net underspend of nearly £1m after transfers to various reserves;
- Adult Services had seen more successful Care Quality Commission (CQC) inspection of services, a positive expert review of safeguarding, national recognition for the quality assurance system and strong performance on key indicators, especially on personalisation where the Council was a national leader;
- the school expansion programme would address increases in the primary school population, with an additional 17 reception classes opening in September 2013. A process for looking at permanent expansions would start in the autumn. Meanwhile Ofsted inspection judgments of overall effectiveness showed Harrow schools as significantly better than both London and England figures;
- Harrow was one of only 11 boroughs to exceed GLA growth expectations significantly and successfully achieved its 40% affordable homes target. Proactive planning had seen a further £1bn of new development granted permission during the year;
- inward investment opportunities had been pursued and Harrow was one of only two Councils represented at inception of the Memorandum of Understanding between the United Kingdom and India for strengthening partnerships in urban regeneration;
- 10 apprenticeships and 60 work placements had been facilitated by the Council and 182 supported into work through the Xcite Scheme. Approximately, 1,009 people had attended job fairs that the Council had organised. In the face of the economic challenges that the country faced, the Council's efforts to help get people back to work was of real importance. Additionally, the Council continued to lobby for improvements in the performance of the DWP Work Programme;
- work had started on public realm improvements such as in St Ann's Road and Lowlands Park;
- the take up of online MyHarrow account had exceeded expectations, with 31,000 in place at the end of March, enabling Harrow residents to access a range of Council services on line at their convenience;

- the performance in containing levels of homelessness was outstanding, and the best in London, but the Council was not complacent;
- the majority of the Priority Actions were on track at year end.

The non-voting non-Executive Cabinet Members asked about the challenges faced by the Children and Families Directorate in relation to the Workforce Strategy, including why the workforce in this service area suffered from a high turnover, and the improvement plans proposed for the Youth Offending Service. The same Members were concerned about decision-making and the need to have a true picture of the situation to ensure effective decision-making.

The Corporate Director of Children and Families responded as follows:

- that there had been a high turnover of staff in Children's Services but regular meetings were held with staff to identify problems and the issue of recruitment together with the instability of an agency workforce was being addressed;
- that, whilst she was not complacent, the challenges around the management in the Directorate had moved forward. There had been growth in the overall establishment of Children's Services and the Directorate was over the establishment to meet demand, which had been agreed by the Chief Executive;
- that the Chief Executive had personally been involved in the discussions with the Youth Offending Service and an Improvement Plan was being implemented. There was room for improvement in this area. The Chief Executive confirmed that frank discussions had taken place with staff in the Youth Offending Service;
- the Local Safeguarding Children Board was now chaired by an Independent person and, having started from a low base, improvements had been made in this area but there was still a need for further improvement;
- the key areas of concern related to the education of Children Looked After where Improvement Plans had been drawn up, domestic violence prevention and the Youth Offending Team where there were 'cultural' issues and quality of work produced needed improving;
- the quality assurance role had been greatly strengthened in the last three years.

In conclusion, the Corporate Director of Children and Families stated that, whilst there were some variables, there had been an overall improvement in the quality of the workforce, the management team was stronger and that the Directorate was moving in the right direction but there was room for improvement.

The Corporate Director of Environment and Enterprise responded to questions from the non-voting non-Executive Cabinet Members in relation to their questions on the shortcomings of the clean and green agenda where priorities were below target. She explained that there were many factors contributing to a drop in recycling. The Medium Term Financial Strategy (MTFS) savings and reductions in weight of recyclable packaging were contributors. With regard to street and environmental cleanliness, the MTFS savings were a contributing factor together with areas where the Council had no control over, such as private land. Additionally, the number of graffiti vans had been reduced as it was considered unproductive to have two vans. Moreover, much of the graffiti was on private land.

The Corporate Director added that recycling figures had gone down as household waste and newspaper print had reduced, the latter of which had been as a result of an increase in the use of online facilities and the reduction in the number of pages printed. She outlined that there were proposals to establish the posts of recycling officer(s). In relation to Neighbourhood Champions (NCs), a target of 2,000 volunteers had been set and that the Council currently had 919 trained active NCs. A successful conference had been held in July 2012.

The non-voting non-Executive Cabinet Member enquired about the amount of money received from Capita in relation to the PRISM. In response, the Corporate Director replied that these matters, including performance issues, were being addressed proactively.

The Corporate Director of Resources and the Chief Executive responded to questions from the non-voting non-Executive Cabinet Members on the Mobile and Flexible Working project, including how many staff were working flexibly, including senior officers and the proportion of time of the working week they spent away from the Civic Centre. The responses were as follows:

- whilst individuals within a team were mobile and flexible working, no team had yet rolled out towards Mobile and Flexible Working;
- that staff required the technology to work in this fashion and the project would enable staff to spend more time in the community, such as social workers. The project would enable office space to be chosen in an effective manner thereby allowing the Civic Centre site to be used efficiently. Moreover, it was envisaged that a direct benefit was an increase in productivity of up to 8 hours;
- that it was for the individual to use their time effectively and ensure that the job was completed. The place from where the individual was working from and the visibility of staff were not essentially the key criteria. However, all staff were held to account for delivering on their respective work areas. The Chief Executive added that he met with senior officers on a regular basis and as part of the formal appraisal process.

RESOLVED: That the report be noted and Portfolio Holders continue working with officers to achieve improvement against identified key challenges.

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

Alternative Options Considered and Rejected: None.

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

678. Treasury Management Outturn Report 2012/13

The Leader of the Council introduced the report, which set out the summary of Treasury Management Activities for 2012/13. The report explained that Treasury Management was the management of the Council's investments and cash flows, its banking, money market and debt transactions together with the effective control of the risks associated with those activities. The Local Government Act 2003 required local authorities to produce an annual treasury report reviewing treasury management activities and the prudential and treasury indicators.

RESOLVED: That

- (1) the outturn position for Treasury Management activities for 2012/13 be noted;
- (2) the report be referred to the Governance, Audit and Risk Management Committee for review.

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

Alternative Options Considered and Rejected: None.

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

[Call-in does not apply, as the decision was for noting only.]

(Note: The meeting, having commenced at 6.30 pm, closed at 9.59 pm).

(Signed) COUNCILLOR THAYA IDAIKKADAR
Chairman

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London Borough of Harrow

KEY DECISION SCHEDULE (AUGUST 2013 - NOVEMBER 2013)

MONTH: August

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting. The list may change over the next few weeks. A further notice, by way of the Cabinet agenda, will be published no less than 5 clear days before the date of the Cabinet meeting, showing the final list of Key Decisions to be considered at that meeting.

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

- (i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effects on communities living or working in an area of two or more wards or electoral divisions of the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, it constitute more than 50% of the budget attributable to the service in question.

Decisions which the Cabinet intends to make in private

The Cabinet hereby gives notice that it may meet in private after its public meeting to consider reports which contain confidential information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below with the reasons for the decision being made in private where appropriate. The Schedule also contains non-Key Decisions which involve Cabinet having to meet in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations please contact Democratic & Electoral Services. You will then be sent a response in reply to your representations. Both your representations and the Cabinet's/Leader's response will be published on the Council's website <http://www.harrow.gov.uk/www2/mgListPlans.aspx> at least 5 clear days before the Cabinet meeting.

The Cabinet/Leader will be considering a report prepared by the relevant Directorate. The report together with any other documents (unless they contain exempt information) will be available for inspection 5 clear days before the decision is taken by Cabinet/Leader from Daksha Ghelani, Senior Democratic Services Officer, on 020 8424 1881 or by contacting daksha.ghelani@harrow.gov.uk or by writing to Democratic & Electoral Services, Harrow Council, Civic Centre PO Box 2, Station Road, Harrow, HA1 2UH or on the Council's website. Copies may be requested but a fee will be payable. Reports to be considered at the Cabinet's public meeting will be available on the Council's website 5 clear days before the meeting.

The KDS looks 3 meetings ahead and will be published 28 clear days before the Decision Date / Period of Decision.

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
SEPTEMBER						
Community Safety Plan	To Recommend to Council for adoption	Cabinet Council	12 September 2013 14 November 2013	Councillor Asad Omar Tom Whiting, Corporate Director of Resources mike.howes@harrow.gov.uk Tel: 020 8420 9637	Open	Agenda Report and any related appendices
Harrow School SPD	That Cabinet be requested to approve the draft SPD for a minimum of four weeks public consultation in line with the Council's Statement of Community Involvement	Cabinet	12 September 2013	Councillor William Stoodley Stephen Kelly, Divisional Director of Planning Services matthew.paterson@harrow.gov.uk Tel: 020 8736 6083	Open	Agenda Report and related appendices: draft Harrow School SPD

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Special Needs Transport 3	<p>Authorise the Corporate Director of Children & Families in consultation with the Portfolio Holder for Children and Families, Property & Major Contracts and Adults & Housing to:</p> <p>a) To implement the best option for the service that meets the MTFS saving taking into account the further consultation being conducted</p> <p>b) Agree to adopt the new transport eligibility policy</p>	Cabinet	12 September 2013	<p>Councillors Idaikkadar, Khalid & James</p> <p>Catherine Doran, Corporate Director, Children and Families roger.rickman@harrow.gov.uk Tel: 020 8966 6334</p>	Open	Agenda Report and any related appendices: Business Case, EqJA

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Revenue and Capital Monitoring for Q1 as at 30 June 2013	To present the forecast financial position and actions required to be taken including noting the monitoring position, approving virements recommended and approving debt write offs	Cabinet	12 September 2013	Councillor Thaya Idaikkadar Simon George, Director of Finance and Assurance steve.tingle@harro w.gov.uk Tel: 020 8420 9384	Open	Agenda Report and any related appendices
Property Disposal Programme 2013/14	Authority to dispose of property	Cabinet	12 September 2013	Councillor Thaya Idaikkadar Caroline Bruce, Corporate Director of Environment and Enterprise philip.loveand-cooper@harrow.gov.uk Tel: 020 8424 1877	Open but with Private/Exempt (Part II) appendices By virtue of paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 in that it contains information	Agenda Report and any related appendices

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Major Works Procurement	Agree to delegate authority to the Corporate Director in liaison with the Portfolio Holder to commence the procurement exercise for Major Works and evaluate and award the contract in consultation with the Head of Procurement and the Director of Legal & Governance Services	Cabinet	12 September 2013	Councillor Thaya Idaikkadar Caroline Bruce, Corporate Director of Environment and Enterprise andy.parsons@harrow.gov.uk Tel: 020 8736 8628	Open	Agenda Report and any related appendices

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
OCTOBER						
Joint West London Waste Plan: Submission Document	That Cabinet be requested to recommend the submission version of the West London Waste Plan to the Council for a six week statutory pre-submission consultation	Cabinet	17 October 2013	Councillor William Stoodley Stephen Kelly, Divisional Director of Planning Services matthew.paterson@harrow.gov.uk Tel: 020 8736 6083	Open	Agenda Report and any related appendices: Joint West London Waste Plan: Submission Document, WLWP : Issues and Options Consultation document (January 2009), WLWP: Proposed Sites and Policies Consultation Document (February 2011)

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Youth Justice Plan	For information and approval.	Cabinet Council	17 October 2013 14 November 2013	Councillor Zarina Khalid Corporate Director, Children and Families melissa.caslake@harrow.gov.uk Tel: 020 8736 6978	Open	Youth Justice Plan
Parking Review - 20 Minute Free Parking Initiative	To review the outcome of the Rayners Lane free parking trial and decide on the future of the Scheme locally and borough-wide	Cabinet	17 October 2013	Councillor Asad Omar Caroline Bruce, Corporate Director of Environment and Enterprise david.eaglesham@harrow.gov.uk Tel: 020 8424 1500	Open	Agenda Report and any related appendices

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Civic Amenity Site: Policies and Charges	<ol style="list-style-type: none"> 1. Increase trade waste charges at the civic amenity site. 2. Introduce a charge for the deposit of building waste (including DIY waste). 3. Introduce a permit system to cover free tipping arrangements for people using vans to deposit their household waste. 4. Introduce a permit system to cover the deposit of waste by charities. 	Cabinet	17 October 2013	Councillor Asad Omar Caroline Bruce, Corporate Director of Environment and Enterprise andrew.baker@harrow.gov.uk Tel: 020 8424 1779	Open	None

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
Changes to the Clinical Waste Service	<ol style="list-style-type: none"> 1. Dispose of offensive waste via the normal residual waste bin service. 2. Investigate collecting the remaining, genuine clinical waste via a framework agreement with the NHS. 	Cabinet	17 October 2013	Councillor Asad Omar Caroline Bruce, Corporate Director of Environment and Enterprise andrew.baker@harrow.gov.uk Tel: 020 8424 1779	Open	None
NOVEMBER - currently no items						

HARROW COUNCIL CABINET 2013/14

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Business Transformation & Communications, Finance, Performance, Customer Services & Corporate Services, Property & Major Contracts	Thaya Idaikkadar	Independent Labour Group Office Middlesex Suite North PO Box, 2, Civic Centre Station Road HARROW HA1 2UH	Home: (020) 8863 2372 Mobile: 07812 028741 Group Office: (020) 8424 1154	Email: thaya.idaikkadar@harrow.gov.uk
Deputy Leader, Environment & Community Safety	Asad Omar	Independent Labour Group Office Middlesex Suite North PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07944 296473 Group Office: (020) 8424 1154	Email: asad.omar@harrow.gov.uk
Community & Cultural Services, Housing	Nizam Ismail	Independent Labour Group Office Middlesex Suite North PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Home: (020) 8952 7886 Group Office: (020) 8424 1154	Email: nizam.ismail@harrow.gov.uk
Adult Social Care, Health and Wellbeing	Krishna James	Independent Labour Group Office Middlesex Suite North PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07720 262610 Group Office: (020) 8424 1154	Email: krishna.james@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Children, Schools and Families	Zarina Khalid	Independent Labour Group Office Middlesex Suite North PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07812 007385 Group Office: (020) 8424 1154	Email: zarina.khalid@harrow.gov.uk
Planning and Regeneration	William Stoodley	Independent Labour Group Office Middlesex Suite North PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07742 598786 Group Office: (020) 8424 1154	Email: william.stoodley@harrow.gov.uk
Non Executive Members				
Leader of the Conservative Group	Susan Hall	Conservative Group Office, Room 109 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07860 742093 Group Office: (020) 8424 1852	Email: susan.hall@harrow.gov.uk
Deputy Leader of the Conservative Group	Barry Macleod-Cullinane	Conservative Group Office, Room 109 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07976 712611 Group Office: (020) 8424 1852	Email: barry.macleod-cullinane@harrow.gov.uk

PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
Standing Review of the Budget	Standing Review	Regular update reports to O&S and interim, specific topic and final reports to O&S and Cabinet	A report from the review's consideration of the use of capital has been drafted.	The membership of this project has been reviewed and in the light of this, and the limited time remaining for the project to pursue its objectives, early discussions with the review chair are taking place to confirm the project's work programme.
Customer Care	Light touch review	Final Report to O&S and Cabinet	November 2013	An initial draft report from the review has been prepared. It is anticipated that the final report will be presented to the Overview and Scrutiny committee in the autumn.
Accessible Transport	Light touch review	Final Report to O&S and Cabinet with reference to Transport for London	October 2013	The final report from the project will be considered at the Overview and Scrutiny committee on 17 th September.
NHS Health Checks – supported by Centre for Public Scrutiny (CfPS)	Joint light touch review with Barnet	Final Report to O&S and Cabinet	TBC	This is a joint review between Harrow and Barnet which will look at the role of the Council having effective arrangements in place for NHS Health Checks. This project is in the initial stages.

Joint Overview and Scrutiny Committee 'Shaping a Healthier Future'	Joint Committee	Final Report to O&S and Cabinet (for information) and NHS NW London	The Harrow response was considered by the Adult Social Care, Health and former Wellbeing Portfolio Holder and the Leader of the Council.	As previously reported, NHS NW London has announced its proposals. Harrow's involvement in ongoing monitoring of this is still to be determined by the Lead Councillors. The next meeting of the Joint Committee has been scheduled for 3 rd September 2013.
Child's Journey Through Care	Light touch review	Final Report to O&S and Cabinet	TBC	This review will consider the child's journey through the care system in an attempt to identify any gaps in the council's and partners' systems which create potential risk for Harrow children. The review is likely to commence in the autumn.
Mental Health	TBC	TBC	TBC	The Chair and Vice Chair of the Health and Social Care Scrutiny Sub-Committee are committed to looking at mental health services in more detail and are currently considering how best to format this review.

Contact: Lynne Margetts, Service Manager Scrutiny, 020 8420 9387

LONDON BOROUGH OF HARROW

CABINET – 12 SEPTEMBER 2013

Reference from Call-In Sub-Committee – 5 August 2013

Call-in of Cabinet Decision (18 July 2013) - Concessionary Travel - Changes to the Taxicard Scheme

The Sub-Committee received papers in respect of a call-in notice submitted by over 150 members of the public.

The Chairman invited the representative of the signatories, Ms Angela Dias, to present the reasons for the call-in of the decision to the Sub-Committee. Ms Dias explained that the action was disproportionate in that it would have an enormous impact on some lives, and particularly for those with complex needs who were unable to use public transport, regardless of discounts and passes available to them. For people without family and friends to assist and support them it would mean the difference between being totally housebound and isolated, and being able to socialise and partake in 'normal' activities enjoyed by people without disabilities. She also believed there was a potential human rights challenge, in that the right to participate in community life would be compromised.

She added that disabled people were already suffering cuts in services and benefits, and that this action compounded the hardship and distress being experienced by a vulnerable sector of the community. Changes to the scheme would achieve minimal savings but at great cost to the quality of life of disabled people.

Avril Coombs and Maureen McGrath made additional points:

- disabled people, often on low incomes, have higher expenses in carrying out normal activities;
- 40 trips amounts to 20 trips in total as each outing will require a return journey;
- disabled people are already seriously disadvantaged in their lives and support should not be reduced.

Councillor Idaikkadar stated that while he was deeply sympathetic to the needs of service users, it was imperative to balance the Council's budget. He added that he had experience of disability in his own family and understood the impact the decision would have, but savings in this area were preferable to cuts in other services. In reviewing the service, Cabinet had looked at practice in other boroughs and had decided to remove the subsidy, rather than lose the service altogether. They had also analysed the available data, which demonstrated that 15% of scheme users would be adversely impacted, as not all users exceeded the proposed allowance. He acknowledged that the service could be improved, and had asked officers to meet with London Councils to discuss this. He was happy to liaise with Harrow Association of Disabled People (HAD) to look at issues raised.

He noted that disabled residents had recourse to other support, such as personal budgets, in managing their needs. He commented that Cabinet had included transitional arrangements in their decision, and while they had taken no comfort in deciding on these changes, it was the right decision at this time.

Members discussed the points raised, and requested clarification on the following points:

- were there alternative income streams (e.g. interest on the underspend) which could fund the shortfall?
- if alternative methods of transport were available for scheme members, how were these publicised and promoted?

Members noted that interest accruing from an underspend would be available only in the short term and was not a viable long term proposition.

In response to a query about what training on disability and equalities was provided for officers and Members, it was confirmed that officers received training relevant and appropriate to their area of work, and all Members received mandatory training on equalities.

An officer informed the Sub-Committee that consultation results showed a high level of taxicard use was for attendance at doctor and hospital appointments.

Members noted that housebound residents could insist on home visits, and that volunteer schemes were in place to assist patients with transport for medical reasons. Members were of the view that if alternative transport arrangements were available, it was imperative to ensure that scheme users were aware of these and of their rights in accessing alternative provision.

(The Sub-Committee then adjourned from 7.35 pm – 8.05 pm to receive legal advice).

The Chairman announced the decision of the Sub-Committee and it was

RESOLVED: (unanimously) That:

- (1) the call-in on ground (d) - the action is not proportionate to the outcome – not be upheld;
- (2) the following statement, by the Chairman on behalf of the Sub-Committee, be noted by Cabinet:

“The Sub-Committee notes the transitional arrangements put in place for high end users; the Sub-Committee further notes that the changes to the scheme are due to be implemented on 1 October 2013, and requests that the changes are not implemented until the scheme users are made aware of alternative arrangements with other transport providers, particularly in respect of transport for doctor and hospital appointments.”

FOR CONSIDERATION

Background Documents:

Draft minutes of the call-In Sub-Committee – 5 August 2013

Contact Officer:

Una Sullivan, Democratic and Electoral Services Officer
Tel: 020 8424 1785
Email: una.sullivan@harrow.gov.uk

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REPORT FOR: CABINET

Date of Meeting:	12 September 2013
Subject:	Special Needs Transport 3
Key Decision:	Yes
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Portfolio Holder:	Councillor Zarina Khalid, Portfolio Holder for Children, Schools and Families Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for , Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 - Full and updated EQIA Appendix 2 - Consultation feedback from staff events, on-line and postal questionnaires and public events and Unison alternative proposal Appendix 3 - Unison alternative proposal to SNT3

Section 1 – Summary and Recommendations

This report sets out:

1. The results of three separate consultations on proposed changes to the special needs transport service (with staff, service users and trades unions);
2. The intention to let a framework contract for transport provision.

Recommendation:

1. To further outsource the provision of special needs transport services to include all routes to out of borough schools and colleges, in-borough mainstream schools and colleges.
2. In the event these measures do not achieve the necessary savings as set out in this report, to delegate to the Corporate Director of Children and Families in consultation with the relevant Portfolio Holders, a decision to fully or partially outsource the transport arrangements for one of the special schools, most probably Shaftesbury High School.
3. To agree the letting of a second transport provider framework contract to allow new providers to assist in the outsourcing referred to above.

Reasons for recommendations:

The council has set a two year balanced budget that addresses the loss in government grants and safeguards essential front-line services.

Harrow Council has listened to the views of service users, staff, stakeholders and trades unions in altering plans from a full, to a partial outsourcing. The trades union Unison has produced an alternative proposal that officers have analysed and discussed in detail which has in part enabled this recommendation to Cabinet.

If the service is to be externalised to a larger extent, a second framework will be needed to provide resilience in the supply chain, sustainable growth in small suppliers and the inclusion of more local and community based organisations in future transport provision.

Section 2 - Report

1. Introductory paragraph

- 1.1 The special needs transport service is required to deliver a £540k saving in 2014/15 in order to meet the Council's two year agreed budget.
- 1.2 A Cabinet report was presented in April that proposed the full service should be outsourced over a three-year period. This decision was called-in on the grounds of insufficient consultation, accordingly Cabinet instructed further consultation to be completed in their May meeting, before presenting the results of the consultation and new proposals in September.
- 1.3 Wider consultation has been carried out, focussing on service users, staff, stakeholders and trades unions. In summary the service users value the service as it is and appreciate the dedication of staff. Staff would prefer to stay with the Council. Stakeholders are keen to ensure the needs of the service users are carefully considered in any potential transitions. Trades unions accept that partial outsourcing is necessary to meet the budget savings in the service.
- 1.4 The Council has listened to the views provided in the further consultation and in taking these into account has modified the decision made in April. The Council is now proposing to retain the transport provision for the four Harrow special schools in house with the proviso that if the savings are not being met then a partial or full outsourcing of most probably Shaftesbury High School routes will need to be considered. All out of borough routes and in-borough mainstream school and college routes are included in phase one of this proposal.
- 1.5 There is support from the trades unions for a partial outsourcing of the out of borough routes and also the in-borough mainstream schools and colleges that have provision for children and young people with special needs.
- 1.6 By outsourcing all the routes except the four Harrow special schools this takes into account the views of the staff, trade unions and other stakeholders whilst also understanding the Council's budget position.
- 1.7 As SNT 3 previously suggested a full outsourcing over a three-year period, this revision retains service features that are valued by the service users but delivers less overall benefits for the Council. The partial outsourcing being suggested may not meet entirely the £540k of savings required in the MTF5 which is why it is proposed that should that be the case then most likely Shaftesbury High School will need to be considered for partial or full outsourcing.

2. Background

- 2.1 Harrow Council, like all others in the country, is facing unprecedented budget reductions of 24% over a five year period and the potential for needing to make even greater savings in future years.
- 2.2 Through transformation, demand management and service redesign, Harrow has managed to continue to deliver services throughout the budget reduction process and aims to continue to do this over the remaining years of the current spending review.
- 2.3 The council has various statutory duties and powers in relation to transport assistance for eligible children and young adults in education.
- 2.4 The total number of statements of special educational needs in Harrow has increased by 93 (or 9%) between 2006 and 2011 calendar years and this trend is likely to continue. In addition, the percentage of children with a statement placed in a special school (Harrow, other local authority, independent or non-maintained) has increased from 35% to 43% during the same period. As the majority of transport assistance is provided to children with special educational needs, this trend increases the demand for services.
- 2.5 A requirement of the Medium Term Financial Strategy (MTFS) is to reduce the cost of delivering special transport services by £540k, where currently 80% of the delivery is provided in-house. The remaining 20% is provided by external providers through a framework agreement but still retaining Harrow staff as escorts for pupils that require a higher level of care.
- 2.6 The April Cabinet report was called-in on the grounds of insufficient consultation. Since the decision was made in May 2013 that more consultation was required before the final decision is made, three separate consultations have taken place with service users, staff and trades unions. The details of the consultation are given in appendix 2. In addition, the programme has established a partnership board that brings together the following groups:
 - Parents of special transport users,
 - Representatives of the Harrow Association for the Disabled,
 - Harrow Parents of the Disabled,
 - Council members,
 - Trades unions
 - Officers from both children and adult services.
- 2.7 The Council has made sure there was sufficient opportunity for close liaison and working-together with the trades unions and this approach provided an opportunity for the two recognised trades unions that

represent this particular workforce to provide the Council with alternative programme proposals.

- 2.8 Unison embraced the opportunity and provided the Council with a proposal that is well thought-out and is sympathetic to the needs of staff and to service users. This proposal is warmly accepted by the Council and it is with many thanks to Unison for their hard-work and dedication to the task that a review of the proposal has taken place. GMB decided not to work on their own proposal but it is believed that they support the concept of Unison's alternative proposal to safeguard as many Council jobs as possible.
- 2.9 It is expected that Unison's proposal will deliver significant savings in the 2014/15 financial year but may still fall short of the £540k target by £60k. A further £40k of savings is expected to be achieved by using redundant lease vehicles rather than more expensive spot hire vehicles on the adult services part of the service. This will lead to greater efficiency and the ability to develop flexible alternative transport solutions in partnership with the voluntary sector. It should, however, be noted this saving will reduce the cost to Adult Services by approximately £40k and cannot be used towards the £540k saving which is in Children and Families budget. It is, however, a further saving to the Council overall.
- 2.10 Through Personalisation Adults services have been able to give more able clients greater flexibility and choice by offering personal budgets as an alternative to Council provided or funded transport services. This plus travel training and support from day and residential units has allowed the closure of existing routes as demand has declined. The move away from spot vehicles partly reflects the fact that substantial reductions in use of vehicles by adults has already taken place. However, future arrangements for the alternative lease vehicles will still ensure sufficient flexibility if Personalisation continues to reduce demand
- 2.11 Meetings and discussions around the proposal have taken place with Council officers, with the partnership board and with council members to make sure that all parties understand the benefits of the proposal, the financial shortfall and the possible need for a wider outsourcing approach if the phase one outsourcing does not achieve the desired outcome.

3. Current Situation

- 3.1 The special needs transport service has already delivered in excess of £1m in savings over the last three years through two projects known as SNT1 and SNT2. These focussed on replacing older vehicles, installing new routing and scheduling software, independent ravel training and reducing the size of the management team.

- 3.2 Currently 80% of the service is delivered in-house with the remaining 20% outsourced (though not the escorts) through a partnership framework to which Barnet Council has also signed up. The framework was signed in November 2012 and has 16 local providers. The framework became operational in January 2013.
- 3.3 The requirements of the service were set out and determined in the original specification and only providers that can demonstrate delivery to the required standard are allowed into the framework.
- 3.4 Prices for transport services provided through the framework are set through the use of a reverse e-auction process. The process steps are to define a 'route' by planning the service users, their needs, their locations and their destination and using the software used by the SNT management team to design efficient 'routes'. Each route is put forward for e-auction for a pre-set day which is known to all the 16 companies, the company that submits the lowest price during that day is awarded the work on the condition that they pass further pre-start quality checks. Further mini auctions are carried out when necessary to ensure major changes to routes are captured as and when necessary.
- 3.5 It was hoped that the process that re-started in January of this year would save 20% on top of the reduced costs of the service already being externalised. At the beginning of January this figure was nearer 25% savings, however, at this very low cost it was not possible for the companies to deliver the standard Harrow council required and the current expectation is a 10% saving, which still represents around a £50k saving against the prices charged when the routes were last tendered.
- 3.6 The current transport transformation programme has delivered the savings from the taxi re-tendering (as mentioned above), has already reduced the cost of spot hire vehicles through contract renegotiation and has assisted in the delivery of a £450K saving in the overall Fraikin contract costs. The programme has also designed and initiated a new independent travel training service in partnership with Shaftesbury High School and a procurement review is taking place across the service, seeking to reduce external spending in all areas where it is likely to be beneficial and suit the needs of the service users and the council.
- 3.7 The activities mentioned above are on-going as well as the business as usual approach of the team to deliver the service to the high standards expected at the lowest possible cost.

4. Why a change is needed

- 4.1 As mentioned above, there is a financial imperative to deliver savings from the service in order to meet the requirements of the MTFS.
- 4.2 Most authorities favour some level of externalisation based on Council and Unison research of London boroughs.
- 4.3 Outsourcing may not mean that all work goes to profit-driven companies since there are a number of community groups that are more value-driven that use the full extent of an asset's ability to provide additional community value. It is envisaged that if a second framework for external companies is approved then community groups will want to take on some of the routes tendered.
- 4.4 Other authorities have demonstrated that externalisation will provide savings and a service level that may not be as high as Harrow's current provision but safeguards this essential support service for the clients who most need it.

5. Options Considered

- 5.1 All options to deliver the £540k saving have been explored within the research phase of the SNT3 programme.
- 5.2 With all the above options having been considered, the original intention of SNT 3 was to externalise 100% of the service over a three year period.
- 5.3 In consultation with the Harrow branch of Unison, there appears to be some merits in delivering a partial externalisation of the most expensive out of borough routes which would be the most attractive to potential new providers. The inclusion of all the other routes except the four Harrow special schools will also help to move toward achieving the necessary savings. Partial outsourcing retains a large part of the in-house service and having knowledge of the actual benefits delivered through partial externalisation a view can be taken on the future of the remaining in-house provision.
- 5.4 This approach is similar to the planned first phase of SNT 3 and provides a useful break in progress to complete the first phase of the programme and report back to Cabinet before taking a decision on the remaining service provision if necessary. Options for the future could include joint management teams if boroughs express an interest, a smaller social enterprise, the use of personal budgets, externalisation of Shaftesbury High School in part or fully or a blend of approaches.

6 Implications of the Recommendation

- 6.1 External providers deliver savings on the local authority model principally through optimising the use of their assets and working them during any hour when there is a demand. Additionally staff would tend to be employed on a strict 'hours for pay' basis, less generous sickness benefits and different pension provisions. It is normally the case that drivers are self-employed and in this instance would provide services to local authority clients through subcontracted arrangements.
- 6.2 Changing the service to a higher-level of external provision would require the following four main elements:
- Transfer of staff through TUPE to new providers (making sure that staff transfer on a comparable benefit package);
 - Paying to release vehicles from long-term lease arrangements;
 - More expertise and capacity required in the client role as this area of work expands;
 - A greater level of resilience in the supply chain of transport providers.
- 6.3 All staff have been invited to give their views and ask questions about the proposals. Most staff would prefer to stay with the authority and not to transfer, some would prefer to take the opportunity to stop working and move into retirement or other work opportunities. If externalised, TUPE would apply to staff whose work is transferred to a new provider. Unison's proposal supports the recommendation of a Voluntary Severance Scheme (VSS) which would allow staff the opportunity to leave rather than transfer to an external provider but this has not been agreed by the council. By allowing staff to leave rather than transfer it would enable external contractors to possibly put in a lower cost as they would not be encumbered to meet the cost associated with staff transferring from the Council. This would, however, impact on the set up costs of the proposal as the council would have to meet the costs of the severance payments.
- 6.4 There are contractual instruments in the vehicle leasing arrangements (with a company called Fraikin) that allow Harrow Council to return vehicles to the operator. Fraikin have been positive and have offered support in potential vehicle release, making all potential efforts to get the best price for used vehicles. There is however a risk that flooding the market with too many similar vehicles at the same time would have a negative effect on any re-sale price. By recommending that only a certain number of routes are tendered in phase one this should ensure the best possible price is achieved.
- 6.5 The special needs transport management team already manage a number of external providers through the current framework as discussed above. The proposed changes to the service would require this to be a greater proportion of their work in the future.

- 6.6 To create more resilience in the supply chain, a second framework contract for the provision of transport services will have to be let sometime in the near future. This will allow a number of experienced providers to join the supply chain for Harrow services, creating more capacity to take up new work, more choice and competition for Harrow council and the potential for some local social enterprise and not-for-profit organisations to join a framework and provide transport services for Harrow.

7. Meeting the Council's vision and corporate priorities

- 7.1 Council's Vision is: '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 London. The people of Harrow respect each other, encourage each other and support each other.

The SNT3 proposal aims to maintain access to vital services and to be sympathetic in any planned changes through a well-managed transition.

- 7.2 Corporate priorities:

(1) Keeping neighbourhoods clean, green and safe:

This proposal supports the use of sustainable modes of transport and reducing transport where and if possible.

(2) United and involved communities: A Council that listens and leads:

The Council does need to deliver savings, the EQIA and the consultation process are based on the principles of listening to the customers and leading change that meets the objectives of the statutory duties and the councils budget requirements

(3) Supporting and protecting people who are most in need:

SNT 3 protects the vital services that vulnerable service users need and rely upon to attend their place of education

(4) Supporting our town centre, our local shopping centres and businesses:

These proposals will require a greater use of local suppliers with the potential knock-on effect of more local spending

8. Staffing implications

- 8.1 TUPE will apply to any member of staff whose work is transferred to a new provider. As the detail of the outsourcing is not yet confirmed, it is not possible to identify the exact staff impacted by the decision.
- 8.2 Staff have been consulted about the proposals and their views are included in the consultation section below.
- 8.3 If staff do transfer to the new operators, this could have cost implications for the providers, which could impact on the level of savings from the outsourcing.
- 8.4 One other issue is the licence permissions held by Council staff compared to those working for private organisations. Existing staff are driving under a "D1" licence, which would not allow them to drive vehicles over 8 seats for a private organisation, meaning the organisation may have to retrain these staff in order to best utilise their skills. This would be a matter for the private organisation, but it would be obligated to comply with TUPE where this applies.

9. Legal Implications

- 9.1. The Education Act 1996 sets out the responsibilities of the Council in relation to provision of transport assistance to children and adults in education.
- 9.2. Section 508A requires local authorities to promote sustainable modes of travel to meet school travel needs by publication of a strategy. Section 508B places a duty on local authorities to make travel arrangements as they consider necessary in order to secure suitable home to school travel arrangements for eligible children. Section 508C gives local authorities a power to make travel arrangements for other children within its area for the purpose of attendance at an educational establishment. Section 508F places a duty on local authorities to make such arrangements as they consider necessary to facilitate the attendance of adults receiving education at higher or further education institutions and for young adults with a difficulty learning assessment at other institutions secured by the local authority. Section 509AA places a duty on local authorities to publish a statement confirming the arrangements for provision of transport considered necessary for person of sixth form age receiving education.
- 9.3. Due to the provision of free public transport by Transport for London for children under the age of 18 in education within London and the

Council's place planning strategy to ensure that children can be educated within schools within the statutory walking distances, the majority of transport assistance is provided to children and young adults who have special educational needs or a disability meaning that they are unable to travel to school independently via public transport.

- 9.4. Whilst the Council has a duty to make travel arrangements where it deems it necessary, there is no requirement for these arrangements to be provided directly by the Council or using a specified method of transport. When making changes to the provision of services, the Council must consider its public law duties, including any duty to consult stakeholders, the need to consider relevant information, the need to consider equality implications and a duty to act fairly.
- 9.5. In relation to consultation, even in the absence of a statutory duty to consult, if the Council decides to consult, as in this case, it must consider the results of that consultation and take it into account in making its decision. When changing services, it is not uncommon for service users to be concerned about the impact of the changes or for the most vociferous of responses to come from those individuals who are against the proposals. The Council must take all responses into account, however even where the majority of consultees are against the proposal, the Council may still consider it appropriate to proceed for proper policy reasons.

10. Financial Implications

- 10.1. Special needs transport is a demand-led service and whilst there is a need to supply services, these must be delivered to comply with statutory duties. Also as mentioned above, demand for school places continues to rise within Harrow, London and across the country. In Harrow this has the effect of requiring additional capacity for both mainstream and special education placements within Harrow and a cost pressure on transport.
- 10.2. Owing to this, there will be a need to balance rising demand with a bid for growth in the next budget round.
- 10.3. Working in conjunction with the TU's, the Unison proposal of benefits and costs of the first phase of SNT3 are included and shown in the table below. The aim of the SNT3 programme is to meet the £540k MTFs savings target for 2014/15 and take account of the requirements of other budget pressures from previous programmes and changes in grant levels.
- 10.4. There is a degree of some uncertainty around the savings and a shortfall of approximately £60k, however there is an additional savings of £40k within the adult transport provision.

10.5. The savings would need to be reviewed as part of the on-going SNT3 project and other options explored around the possibility of external necessity in order to deliver the full required MTFs savings.

	2013/14 (Net Saving) / Net Cost £	2014/15 (Net Saving) /Net Cost £	2015/16 (Net Saving) /Net Cost £	2016/17 (Net Saving) /Net Cost £	Total (Net Saving) /Net Cost £
Medium Term Financial Strategy (MTFS) Savings (*1)	-96,000	-641,000	-641,000	-641,000	-2,019,000
Medium Term Financial Strategy (MTFS) Costs	681,852	213,870			895,722
Further anticipated budget pressures (*2)	-26,500	-53,000	-53,000	-53,000	-185,500
Net MTFs Position	559,352	-480,130	-694,000	-694,000	-1,308,778
SNT 3 Forecast (Savings)	-781,086	-781,086	-781,086	-781,086	-3,124,344
Project Costs	95,000				95,000
Potential redundancies (*3)	443,852				443,852
Vehicle lease termination costs	186,000				186,000
Total Delivery Costs	-56,234	0	0	0	-56,234
SNT3 Net (Savings)/Costs	-56,234	-781,086	-781,086	-781,086	-2,399,492

(*1) £40k route saving, SNT2 £56k & £45k, SNT3 £500k

(*2) Increasing loss of grant

(*3) Project costs included in MTFs redundancy/severance costs (if applicable) considered as part of corporate provision for redundancy

10.6. The benefits and costs of the first phase of SNT3 are shown in the table above. The aim of the SNT3 programme is to meet the £540k MTFs savings target for 2014/15 and take account of the requirements of other budget pressures from previous programmes and changes in grant levels.

11. Conclusion

11.1 The additional consultation on the proposals that has been completed between May and August 2013 has been beneficial to the programme and to those involved in the service both from a user and provider perspective. The Council's original intention of fully outsourcing the service has been changed to take into account the views of those who depend upon and provide the service.

- 11.2 Full outsourcing would provide additional financial benefits beyond those delivered by a part outsourcing. Phase one will, however, meet most of the savings targets set-out in the MTFs and safeguard elements of the in-house service that are valued by service users.

12. Performance Issues

- 12.1 Which Council priorities are impacted and how?

12.1.1 As mentioned above, there would be an impact on all four Council priorities but notably in supporting local business, safeguarding vital services for those most in need and continuing to deliver statutory services, promoting sustainable modes of transport and ensuring minimum impact from change through a planned and smooth transition.

12.1.2 There would be a planned and expected impact on any value for money profiles that the council is compared with or through.

- 12.2 What impact, positive or negative, will the proposal have on assessments of the Council by external regulators (such as Ofsted, Care Quality Commission, Audit Commission)?

12.2.1 There may be a small negative impact on the standard of the service being delivered particularly during transition and when 'bedding-in' any new routes with new providers.

12.2.2 If any CQC or Ofsted review were to be carried-out on transport as part of a wider review, there could be more bases to visit and more providers to check if that was a necessary part of the review.

- 12.3 What impact is there on resident outcomes that are delivered either by partners or by joint working with partners?

12.3.1 The outcomes provided by this service are Children, Young adults and adults with special needs taking part in community activity and in the case of the children and young adults they are gaining the benefit of education. This in turn maintains the quality of life and the life expectations of this group of service users.

12.3.2 The impact of the proposals would be a certain degree of change in the way that transport is delivered to service users. This would need to be handled through a tightly managed transition phase but should not affect adversely the overall outcome of attending education and taking part in community activities.

12.4 What would the effect be, in relation to all the above, if the proposal did **not** go ahead?

12.4.1 The Council's financial position does not allow for all services to be continually delivered in the same way whilst demand for services increases and the budget to deliver them reduces.

12.4.2 Savings will need to be made by this service or there will be impacts on one or more other areas of Children and Families Services or other wider council services..

13. Environmental Impact

13.1 Mitigation – measures that can be taken to reduce the production of greenhouse gases.

13.1.1 This programme's first principle is that students can be assisted to travel independently and sustainably using local public transport links. In doing so, this reduces the need for special journeys, reduces local congestion and local emissions.

13.1.2 Those vehicles that are used by Harrow Council were purchased in 2010 and provide improved fuel consumption over the previous vehicles leading to less local emissions and associated global impacts. The new arrangements need to ensure that outsourced services perform to at least the same environmental standard as the council operation.

13.1.3 The customer survey was in favour of using environmentally sensitive and hybrid vehicles. In the longer-term there may be advances in technology that bring minibuses with hybrid engines to this market and potentially forms of propulsion that operate without the use of carbon such as hydrogen engines. These are not currently economically viable or widely available within this specialist vehicle supply chain.

13.2 Adaptation – measures that will need to be taken to deal with changes in the climate which are inevitable.

13.2.1 All vehicles are fitted with air-conditioning to provide comfortable travelling conditions for service users.

14 Procurement

14.1 This report concerns the partial outsourcing of a service via a framework contract. The Council will comply with its internal procurement

processes and legal requirements when setting up the framework contract.

15. Risk Management Implications

- 15.1 Is this risk included on the Directorate risk register? Yes
- 15.2 Separate risk register in place? Yes
- 15.3 The SNT3 programme is managed by the SNT3 programme board with a leading practice methodology and tightly managed governance. The management practice of the board is to focus on the up-coming issues, the achievements to date and the current most important risks.
- 15.4 The basis for this is a broad risk register compiled through the use of risk workshops with the programme board members and wider specialists and service managers. From the complete list of risks, those most important to the delivery of the programme are managed at board level.
- 15.5 This process ensures risks are identified, managed and regularly reviewed.

16. Equalities implications

- 16.1 Was an Equality Impact Assessment carried out? Yes

If yes, summarise findings, any adverse impact and proposed actions to mitigate / remove these below.

The key impacts as summarised in the EQIA are as follows:

- § Emotional impact of change for all concerned (staff and users)
- § Staff roles potentially transferring
- § Staff and service user anxiety from change in provider
- § New client function
- § Change of employers for staff

- 16.2 By the nature of the service, the majority of service users are children and as such the impact of this decision affects this age group and parents of school age children more than other age groups. Again, people with disabilities are more likely to be impacted than people without disabilities.

- 16.3 In relation to staff, a greater proportion of the staff are in the older age group and it is identified that the change may impact on this age group more than other age groups.
- 16.4 Mitigating measures include an effective transitional period, involving service users and new providers, including a communications strategy to ensure that relevant information is passed on. Contract management will also be important to ensure that new providers provide an adequate service meeting service users needs.

Section 3 - Statutory Officer Clearance

Name: Patricia Harvey	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23 August 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 28 August 2013		

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 8 August 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 19 August 2013		

Section 6 - Contact Details and Background Papers

Contact: Roger Rickman, Divisional Director, Special Needs Services, 020 8966 6334

Background Papers:

- SNT3 Cabinet Report: April 2013
- Call-In Committee Report: May 2013

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

NOT APPLICABLE

[Call-in applies]

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Appendix 1: 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? (Note: ‘proposal’ includes a new policy, policy review, service review, function, strategy, project, procedure, restructure)	SNT 3 Programme: (1) refreshed policy (2) introduction of new services (3) shifting towards being a commissioned service through externalisation
Which Directorate / Service has responsibility for this?	Children’s & Families Services
Name and job title of lead officer	Roger Rickman, Divisional Director - Special Needs Services
Name & contact details of the other persons involved in the EqIA:	Ben Sellar-Moore (x8218: ben.sellar-moore@harrow.gov.uk)
Date of assessment:	July 2013

Stage 1: Overview

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1. 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)

Harrow Council, like all others in the Country, is facing unprecedented budget reductions of 24% over a five year period and the potential for an even greater savings target in future years.

Harrow Council has in the region of 1,340 statutory duties, these are delivered either directly or through contracted agencies or partners. These duties must continue to be delivered despite significant budget reductions.

Through transformation, demand management and service redesign, Harrow has managed to deliver great services throughout the budget reduction process and looks set to continue this over the remaining years of the current spending review.

One such statutory duty is to provide transport assistance to eligible children and young adults. A new policy that clarifies eligibility is attached to this report. The new policy seeks only to clarify eligibility, that is, to put it another way, the policy in itself is not intended to create any savings or alter eligibility in any significant way.

<p>76</p>	<p>The total number of special needs statements in Harrow has increased by 93 (or 9%) between 2006 and 2011 calendar years and this trend is likely to continue. In addition, the percentage of children with a statement placed in a special school (Harrow, other local authority, independent or non-maintained) has increased from 35% to 43% during the same period.</p> <p>A requirement of the Medium Term Financial Strategy (MTFS) is to reduce the costs of delivering the transport service by £540k, where currently 80% of the delivery is provided in-house.</p> <p>UNISON research reported that 52% of local authorities in London favour a mixed provision approach.</p> <p>The Harrow Branch of Unison, the Council and the snt3 partnership board have worked together to form a proposal that meets the £540k savings target whilst retaining some routes to be provided in-house. This will leave a percentage of the transport provision in house. Although this may not achieve the full savings required in the MTFS.</p> <p>New providers will complete suitable safeguarding training & checking, vehicle checking & will be given information on passengers medical and emotional needs.</p> <p>Cumulative impacts on Adult customers are influenced by proposals to change discretionary freedom passes & taxi cards and by the proposed changes to day-centre provision. Day centre changes may mean a lower number of routes required, this will mean less Harrow council in-house transport and an impact on the staff involved.</p>
<p>2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?</p>	<p>The strategic risks are as follows:</p> <ol style="list-style-type: none"> 1. LEAN#2 Client Model not established 2. Fraikin buy-out more expensive than modelled 3. Contracts more costly than expected due to TUPE effect 4. Contractors unable to maintain quality in delivery

<p>3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p><i>The customers are the children and adults who use the service. There are staff who deliver the service (drivers & escorts) and the management staff. There are also agency staff that stand-in for Councils staff, specialist nurses and physical intervention trained escorts from other agencies and not-for-profit organisations. Also affected are the families and carers of service users and changes affect their wider life-style and ability to access employment. The staff at the schools and day centres would be affected by changes. There are suppliers for vehicles and equipment that would be affected by a change in delivery model.</i></p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? 	<ul style="list-style-type: none"> - Currently 20% outsourced, although escorts still employed by Harrow Council. - Client & operational delivery by one team (Transport Planning Team) - Partners are the potential contractors who are the external providers of transport - Overall responsibility: portfolio Holder & Cabinet
<p>77</p> <p>• How are/will they be involved in this assessment?</p>	<p><i>- Staff will be consulted within the delivery phase. The Transport Team have chosen the ordering of the routes to be offered to the market, will be involved in the LEAN review & will become the client team</i></p>

Stage 2a: Monitoring / Collecting Evidence / Data: WORKFORCE

5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc

(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)

Age (including carers of young/older people)	<p>194 Staff</p> <p>Staff age profile: 20-30: 2 (0.5%), 31-40: 7 (3.6%), 41-50: 35 (18%), 51-60: 86 (44.3%), 61-70: 60 (30%), 70+ 4 (2.6%)</p>
Disability (including carers of disabled people)	<p>5 (2.5%) staff have disabilities</p>
Gender Reassignment	<p>No data available</p>
Marriage / Civil Partnership	<p>1 civil partnership, 6 divorced, 91 married, 3 separated, 44 single, 45 unknown or no information, 4 widowed.</p>
Pregnancy and Maternity	<p>3 staff on maternity leave (as of 10th June 013)</p>
Race	<p>Asian Chinese 1, Asian Indian 43, Asian other 8, Asian Sri Lankan, Black African 5, Black Caribbean 15, Black other 1, Black Mixed 1, Other 2, Unclassified 1, Unknown 10, White English 81, White Irish 17, White Other 3, White Welsh 1</p>
Religion and Belief	<p>34 Christian, 14 Hinduism, Islam 2, Jainism 1, No Religion 3, Other 6, Sikh 1, Unknown 133</p>
Sex / Gender	<p>Female 110, Male 84</p>

Sexual Orientation	3 Bi-sexual, 33 Heterosexual, 6 Prefer not to say, 152 Unknown			
<p>6. Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment?</p> <p>Include this data (facts, figures, evidence, key findings) in this section.</p>	<p>There is a favourable media piece in the Harrow Observer dated 11th April 2013 that quotes the Chief Executive of the Harrow Association for the Disabled, there is also coverage of the Unison call-in dated 1st May for the report to cabinet asking for more consultation before the decision is taken.</p>			
<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)</p>		Yes	Yes	No
<p>NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are unable to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be completed before progressing with the rest of the EqIA.</p> <p>Guidance on consultation/community involvement toolkit can be accessed via the link below http://harrowhub/info/200195/consultation/169/community_involvement_toolkit</p>				

Stage 2b: Monitoring / Collecting Evidence / Data: ADULT SERVICE USERS

5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc

(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)

Age (including carers of young/older people)	<p>Adult Service Users</p> <p>Under 65: 123, 65-74: 37, 75-84: 66, 85+ 53</p>
80 Disability (including carers of disabled people)	<p>Physical Disability 160, (of which physical disability frailty etc: 127, visual impairment 5, Deaf hearing impairment 3)</p> <p>Mental Health 7 (of which dementia 2)</p> <p>Learning Disability 111</p> <p>Other vulnerable 1</p>
Gender Reassignment	No data available
Marriage / Civil Partnership	6 divorced, 33 married, 3 separated, 67 single, 118 unknown or no information, 52 widowed.
Pregnancy and Maternity	No information available
Race	White English 80, White Irish 12, White Other 2, Mixed Background 1, Indian 117, Pakistani 12, Other Asian 25, African 2, Caribbean 14, Other Black Background 2, Other Ethnic 9, Not provided 3.

Religion and Belief	2 Buddhism, Catholic 9, 88 Christian, 110 Hinduism, 30 Islam, 2 Jainism, 4 Judaism, 2 No Religion, 1 Other, 5 Sikh, 26 Unknown			
Sex / Gender	Female 184, Male 95			
Sexual Orientation	No information available			
6. Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment? Include this data (facts, figures, evidence, key findings) in this section.	There are demographic projections that forecast a rise in potential service users There is a favourable media piece in the Harrow Observer dated 11 th April 2013 that quotes the Chief Executive of the Harrow Association for the Disabled (attached appendix one), there is also coverage of the Unison call-in for the report to cabinet asking for more consultation before the decision is taken.			
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	Yes	No	
<p>NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are unable to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be completed before progressing with the rest of the EqIA.</p> <p>Guidance on consultation/community involvement toolkit can be accessed via the link below http://harrowhub/info/200195/consultation/169/community_involvement_toolkit</p>				

Stage 2c: Monitoring / Collecting Evidence / Data: CHILD SERVICE USERS

5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc

(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan

<p>Age (including carers of young/older people)</p>	<p>4-10 = 189 10-16 = 237 17+ = 96</p>
<p>Disability (including carers of disabled people)</p>	<p>Using wheel chairs = 81 Needs Houdini Harness = 7 Requires extra assistance = 1 Needs a car seat = 6 Deaf = 1 Epileptic = 1 Uses a large frame = 1</p>

	Uses a walking frame = 1			
Gender Reassignment	No data available			
Marriage / Civil Partnership	Not applicable			
Pregnancy and Maternity	No information available			
Race	No information available			
Religion and Belief	No information available			
Sex / Gender	Female 175, Male 347			
Sexual Orientation	No information available			
<p>Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment?</p> <p>Include this data (facts, figures, evidence, key findings) in this section.</p>	<p>There are demographic projections that forecast a rise in potential service users</p> <p>There is a favourable media piece in the Harrow Observer dated 11th April 2013 that quotes the Chief Executive of the Harrow Association for the Disabled (attached appendix one), there is also coverage of the Unison call-in for the report to cabinet asking for more consultation before the decision is taken.</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	Yes	No
<p>NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are unable to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be completed before progressing with the rest of the EqlA.</p> <p>Guidance on consultation/community involvement toolkit can be accessed via the link below</p> <p>http://harrowhub/info/200195/consultation/169/community_involvement_toolkit</p>				

(1) Who was consulted?	What consultation methods were used?	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. (Also Include these in the Improvement Action Plan at Stage 5)
(1) Head Teachers of special schools	Face to face meetings	<ul style="list-style-type: none"> - No impact on particular groups other than disabled customers from policy consultation - Would not want too much disruption to morning & afternoon traffic 	<ul style="list-style-type: none"> - Ensure that suppliers meet quality objectives - Ensure parents agree any new independent travel arrangements - Consult with target audience in policy refresh & new services through school involvement
(2) Team Manager: Transport Team	Face to face meetings	<ul style="list-style-type: none"> - Certain customers would prefer continuity in drivers & escorts, Team input is essential in specifying contracts, roles & work tasks. - Involve Trade Unions in staff consultation phase. 	<ul style="list-style-type: none"> - Ensure that suppliers meet contractual quality objectives - Ensure the transport team lead the appropriate work-streams (LEAN, Absence, Market Engagement, ITT, DTP) - Involve Unions in staff consultation

(1) Who was consulted?	What consultation methods were used?	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. (Also Include these in the Improvement Action Plan at Stage 5)
(3) Team Manager: SENARS	Face to face meetings	- Some SEN parents & carers receive a direct payment, others may like the option. Clients of Special Transport prefer consistency in transport provision. - New policy must be clear and meet the needs of both the council and the service users.	- Policy must meet the needs of users and Council
(4) Parents & Carers: Shaftesbury School	Parents evening presentation	- Children would prefer to be trained by people they know, parents will have to have the ability to stop training or not go ahead with independent travel after training.	- Continue to develop ITT offer - Make sure parents are in control of training and travel arrangements
(5a) Public	Letters to all parents and carers 5 th July	- Public responses are included in appendix 2 - In Summary - change must be given time - more information is better than less - parents need answers & to feel as confident with new services - service users respect and like the	- Give parents and carers the information they need - Delivery standards would be required in new contracts - Set-up a contracts board on-going that involves parents, cllrs, Officers and service delivery organisations

		<p>current service delivery</p>	
<p>(5b) Public</p>	<p>3 public meetings held on: 16th July x 2 18th July x 1</p>	<ul style="list-style-type: none"> - Public responses are included in appendix 2 - That change must be given time - That more information is better than less - That parents need answers & to feel as confident with new services - That service users respect and like the current service delivery - Are far more confident with proposals when they hear how they will be bought & managed and knowing that other authorities have outsourced successfully 	<ul style="list-style-type: none"> - Give parents and carers the information they need - Delivery standards would be required in new contracts - Set-up a contracts board on-going that involves parents, cllrs, Officers and service delivery organisations
<p>(6) Staff</p>	<p>All staff meetings: 28th March 3rd July 4th July Letter to all staff Monday 24th June Follow-up letter to all staff 16th July</p>	<ul style="list-style-type: none"> - Staff unsettled by change, would prefer to stay with council, would need support in transferring & agreeing new T&Cs, hold an opinion that outsourced service is lower standard, - Would be keen to avoid certain providers, would like to have a work base that's easy to access. 	<ul style="list-style-type: none"> - Delivery standards would be required in new contract - Support and advice would be provided in transfer for staff - Work-bases and T&Cs would be agreed as part of transfer.

<p>(1) Who was consulted?</p>	<p>What consultation methods were used?</p>	<p>What do the results show about the impact on different equality groups (protected characteristics)?</p>	<p>What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. (Also Include these in the Improvement Action Plan at Stage 5)</p>
<p>(7) Partnership Board</p>	<p>Overview of Programme in partnership meeting</p>	<ul style="list-style-type: none"> - Service users, their families and support networks need time to adjust the emotional impact of change. - Some service users have real personal attachments to the staff in the transport service. 	<ul style="list-style-type: none"> - Keep users updated - High delivery standards would be required in new contracts
<p>(8) Trade's Unions</p>	<p>Departmental Joint Committees Special SNT only meeting 23rd May Partnership Board Staff consultation sessions</p>	<ul style="list-style-type: none"> - TU's principally against outsourcing of the potential savings - TU's would like to make a severance option available - Support the outsourcing of out of borough routes, safeguarding local schools transport provision by Harrow Council 	<ul style="list-style-type: none"> - Finance Business Partner review of savings plan - Maintain contact with staff during the change process to give them notice of what's happening - Receive and consider the TU's proposals for integration into the Cabinet report

Stage 3: Assessing Impact and Analysis: WORKFORCE

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?

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)	No	Yes	<ul style="list-style-type: none"> • There are a greater proportion of older staff in the workforce, any change in the workforce is likely to impact on the eldest in the workforce more strongly than younger staff. • There will be more things for this age-group to consider in transferring including and most importantly the transfer of pensions & potential ETO measures 	<ul style="list-style-type: none"> - Roles transfer through TUPE rights - Support given around the time of transfer to make sure pension liability is sound & equal - Sickness improvement work stream will take account of any disability related illness and is directed at safely getting staff back to work.
Disability (including carers of disabled people)	No	Yes	<ul style="list-style-type: none"> • There are 5 members of staff who are known to have a disability • These will be identified and discussed with staff to understand the specific impact of change on them. 	<ul style="list-style-type: none"> - Use discussions with staff and providers to ensure smooth transfer that meets both staff and employer requirements - Sickness improvement work stream will take account of any disability related illness and is directed at safely getting staff back to work.
Gender Reassignment	No	No	No data available	

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Marriage and Civil Partnership	No	Yes	<ul style="list-style-type: none"> Where there is a significant change in the operation of the service it is likely that when the parent/carer is a single person, that their lives would be more impacted than those who are not single as they would have two options/ possible ways of supporting the change/ sharing any additional responsibilities. 	<ul style="list-style-type: none"> Make sure that staff are kept up-to-date through newsletters or similar to give the notice of anything that may change
Pregnancy and Maternity	No	No	<ul style="list-style-type: none"> There are 3 staff on maternity leave at this time. Change will have a greater impact on families expecting new children with newborns. 	<ul style="list-style-type: none"> Staff away from the office during the consultation and potential change period will be sent all consultation materials in the post Staff have the opportunity to speak to managers in the office at anytime to consider how the changes could effect them
Race	No	No	<ul style="list-style-type: none"> Although there would be no direct impact on race, there may be an indirect impact through culture, in that where a staff member may not be a fluent English speaker, dealing with unexpected issues which may arise through transferring employers may be more difficult. 	<ul style="list-style-type: none"> Identify any members of staff likely to have issues of this kind and make sure they are supported through change

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Religion or Belief	No	No	<ul style="list-style-type: none"> The two most common religions in the workforce are Christian & Hinduism Specific impacts of proposed changes unknown 	<ul style="list-style-type: none"> Staff have been open and honest in all staff meetings and have asked the questions most specifically relating to their circumstances where religion has not been raised During any further consultation period we will have support sessions for staff to ask further questions specific
Sex	No	No	<ul style="list-style-type: none"> There are a higher number of women in the work force than men, therefore any changes would have a higher than average effect on females in the workforce 	<ul style="list-style-type: none"> The staff would be supported through any changes and impacts specific to them in the transfer and change period
Sexual Orientation	No	No	<ul style="list-style-type: none"> The sexual orientation of most staff is unknown. We know less about sexual orientation in the workforce than race. There are 3 openly bi-sexual members of staff in the workforce 	<ul style="list-style-type: none"> The staff would be supported through any changes and impacts specific to them in the transfer and change period

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Other (delivery)	Yes	No	<ul style="list-style-type: none"> New and positive opportunities may develop which will benefit the staff, such as new jobs with new companies being a good fit 	<ul style="list-style-type: none"> <i>We will work with staff in transfer to capitalise on any potential new benefit for them</i>
Other (cumulative)	No	Yes	<ul style="list-style-type: none"> There may be a cumulative impact on the workforce from the Adults services changes to day centres, but at this time it is not known what if any effect this may have on staff. It may effect between 0 & 12 staff 	<ul style="list-style-type: none"> <i>- Any potential for moving staff within the workforce to avoid redundancy will be made.</i> <i>- Redeployment will be explored before any redundancies are made</i>

Stage 3: Assessing Impact and Analysis: Adult Service Users

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?

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)	No	Yes	<ul style="list-style-type: none"> It is possible that a disproportionate amount of older people may also be affected by whatever change is planned, even if the change in eligibility criteria does not affect them. 	<ul style="list-style-type: none"> Consult with groups on proposals Give service users information & time to adapt to the emotional & practical impact of change
Disability (including carers of disabled people)	Yes	Small	<ul style="list-style-type: none"> Changes to routes may involve change of timing, which may cause inconvenience to some people, but be positive for others – could be negative or positive, but needs to be considered 	<ul style="list-style-type: none"> Consult with groups on proposals All provider's staff checked in appropriate way Give service users information & time to adapt to the emotional & practical impact of change

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Disability (including carers of disabled people)	No	Yes	<ul style="list-style-type: none"> For people who have behavioural needs, it may not be simple or quick to reproduce the support they need to travel, as they will currently have drivers and escorts who know how to respond to their needs For people whose needs are on the Autism spectrum, or have anxiety about change, emotional impact of any change may be as real as actual impacts, and needs to be planned For some people, the unknown of waiting to hear if they will be affected will create anxiety and stress 	<ul style="list-style-type: none"> <i>Personal requirements of users will be shared & explained to new providers</i> <i>Give notice, information & lead-in periods for any change</i> <i>Consult with groups on proposals</i> <i>Give service users information & time to adapt to the emotional & practical impact of change</i> <i>Work with new suppliers to soften and reduce the impact of transition</i>
Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Disability (including carers of disabled people)	No	Yes	<ul style="list-style-type: none"> For people who are given a Personal budget, there is a risk of mis-spending the money on services which may not be strictly legal (eg. paying a friend who is not compliant with 	<ul style="list-style-type: none"> <i>Check any new travel payment arrangements for legal compliance</i> <i>Use the day-centre networks to make sure that adult</i>

			<p>correct legislation around running a taxi service may fall into this category), and this matters because eg. insurance is invalidated if an arrangement is not legal</p> <ul style="list-style-type: none"> • People who do not use language, or whose communication is not easy for others to understand, are often left out of the loop of communication, but still need to understand enough to convey any concerns they are able to • For some people, particularly parents, there will be huge anxiety and worry about the vulnerability of, and risk to the person they care for 	<p>users know what is happening & what might change</p> <p>- Communications need to be clear and address positively areas of potential anxiety (by giving as much information as the users might need)</p>
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Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Disability (including carers of disabled people)	No	Yes	<ul style="list-style-type: none"> The planning of a changed route/ travel training plan may well impact on the day of the carer, their work and other plans Carers will share concerns for people with behavioural needs, and may also feel that if those needs are not met well, that the onus to provide the support will default to them For some carers, as with the disabled people themselves, the unknown of waiting to hear if they will be affected will create anxiety and stress Where the carer manages the Personal Budget, or has concerns for the disabled person who manages their own budget, there is also the risk of mis-spending the money on services which may not be strictly legal with same concerns as with disabled person. 	<ul style="list-style-type: none"> - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Keep customers informed - Agree checks for personal budget spending

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Gender Reassignment	No	No		
Marriage and Civil Partnership	No	No	<ul style="list-style-type: none"> Where there is a real change in timing or provision of service, it is likely that when the parent/ carer is a single person, that their lives would be more impacted than those with partners, as they would have two options/ possible ways of supporting the change/ sharing any additional responsibilities. 	- Allow time for questions to be asked and feedback to be given
Pregnancy and Maternity	No	No		
Race	No	No	<ul style="list-style-type: none"> Although there would be no direct impact on race, there may be an indirect impact through culture, in that where the service user may not be a fluent English speaker, dealing with unexpected issues which may arise eg. during travel training may be more difficult. 	- Allow time for questions to be asked and feedback to be given
Religion or Belief	No	No		

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Sex	No	No	<ul style="list-style-type: none"> There are almost twice as many Female service users than Male, therefore any changes would affect more females than males 	- No specific actions
Sexual Orientation	No	No		
Other (delivery)	Yes	No	<ul style="list-style-type: none"> New and positive opportunities to develop which will benefit their clients, most of whom fall under one or other equality strand 	- Make sure that service users receive the full benefit where any are achievable
Other (delivery)		Yes	<ul style="list-style-type: none"> Change of provider could be a real positive, but if it goes to the wrong provider, could lead to inappropriate cost cutting and a reduced service 	- Quality monitoring is the primary purpose of the newly designed transport team

Stage 3: Assessing Impact and Analysis: Children Service Users

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?

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)	Yes	Yes	<ul style="list-style-type: none"> This proposal affects children of all ages. 	<ul style="list-style-type: none"> Provide transition information to all parents from which they can prepare and brief children
Disability (including carers of disabled people)	Yes	Small	<ul style="list-style-type: none"> Changes to routes may involve change of timing, which may cause inconvenience to some people, but be positive for others – could be negative or positive, but needs to be considered Some people will be able to travel independently which will enhance their lives, in terms of having new skills, building confidence and reducing reliance on others For some people, travel training will be only a positive, for others, it will create anxiety and will be time consuming in the initial stages 	<ul style="list-style-type: none"> Some children have very specific and/or complex needs, there would be passed-on the new providers before they start Make sure travel training is tailored, safe & known about on the transport network Where travel training is proposed, provide information that details how potential risks will be managed Make sure that providers know how to use specialist equipment through monitoring & training records

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
<p>99 Disability (including carers of disabled people)</p>		<p>Yes</p>	<ul style="list-style-type: none"> • For people who have behavioural needs, it may not be simple or quick to reproduce the support they need to travel, as they will currently have drivers and escorts who know how to respond to their needs • For people whose needs are on the Autism spectrum, or have anxiety about change, emotional impact of any change may be as real as actual impacts, and needs to be planned • For some people the eligibility criteria may exclude them, and although this is not anticipated to be the case for many, it does need to be addressed, as not everyone who reads the information will actually know at that point whether they will be affected • For some people, the unknown of waiting to hear if they will be affected will create anxiety and stress 	<ul style="list-style-type: none"> - <i>Some children have very specific and/or complex needs, there would be passed-on the new providers before they start</i> - <i>Make sure travel training is tailored, safe & known about on the transport network</i> - <i>Where travel training is proposed, provide information that details how potential risks will be managed</i> - <i>Make sure that providers know how to use specialist equipment through monitoring & training records</i> - <i>Keep service users informed</i> - <i>Eligibility may change slightly around travel training, where if they have the skill they may not be given further assistance – result will be known after consultation.</i>

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
100 Disability (including carers of disabled people)		Yes	<ul style="list-style-type: none"> For people who are given a Personal budget, there is a risk of mis-spending the money on services which may not be strictly legal (eg. paying a friend who is not compliant with correct legislation around running a taxi service may fall into this category), and this matters because eg. insurance is invalidated if an arrangement is not legal People who do not use language, or whose communication is not easy for others to understand, are often left out of the loop of communication, but still need to understand enough to convey any concerns they are able to For some people, particularly parents, there will be huge anxiety and worry about the vulnerability of, and risk to the person they care for The planning of a changed route/ travel training plan may well impact on the day of the carer, their work and other plans 	<ul style="list-style-type: none"> - Agree checks for personal budget spending - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Keep customers informed - Give notice of potential changes & time for communication where necessary

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also include these in the Improvement Action Plan at Stage 5)
Disability (including carers of disabled people)		Yes	<ul style="list-style-type: none"> Carers will share concerns for people with behavioural needs, and may also feel that if those needs are not met well, that the onus to provide the support will default to them For the few people whom any changes in the eligibility criteria may exclude, exclusion from the service will have a massive impact on the carers life, meaning they may have to adjust work or other activities to accommodate For some carers, as with the disabled people themselves, the unknown of waiting to hear if they will be affected will create anxiety and stress – negative, needs to be managed Where the carer manages the Personal Budget, or has concerns for the disabled person who manages their own budget, there is also the risk of mis-spending the money on services which may not be strictly legal with same concerns as with disabled person 	<ul style="list-style-type: none"> <i>- Transport management team will have to work hard with new providers to meet the emotional challenges that some children will have following a change to provision</i> <i>- Some children have very specific and/or complex needs, there would be passed-on the new providers before they start</i> <i>- Any change in eligibility should be given sufficient notice periods</i> <i>- Keep customers informed</i> <i>- Agree checks for personal budget spending</i>

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also include these in the Improvement Action Plan at Stage 5)
Gender Reassignment	No	No		
Marriage and Civil Partnership	No	Small	<ul style="list-style-type: none"> Where there is a real change in timing or provision of service, it is likely that when the parent/ carer is a single person, that their lives would be more impacted than those with partners, as they would have two options/ possible ways of supporting the change/ sharing any additional responsibilities. 	<ul style="list-style-type: none"> - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Keep customers informed - Give notice of potential changes & time for communication where necessary
Pregnancy and maternity	No	No		

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also include these in the Improvement Action Plan at Stage 5)
Race	No	No	<ul style="list-style-type: none"> Although there would be no direct impact on race, there may be an indirect impact through culture, in that where the service user may not be a fluent English speaker, dealing with unexpected issues which may arise eg. during travel training may be more difficult. 	<ul style="list-style-type: none"> - Give notice of potential changes & time for communication where necessary
Religion or Belief	No	No		
x 103	No	No		
Sexual Orientation	No	No		
Other (delivery)	Yes	No	<ul style="list-style-type: none"> New and positive opportunities to develop which will benefit their clients, most of whom fall under one or other equality strand 	<ul style="list-style-type: none"> - Make sure that service users receive the full benefit where any are achievable

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also include these in the Improvement Action Plan at Stage 5)
Other (delivery)		Yes	<ul style="list-style-type: none"> Change of provider could be a real positive, but if it goes to the wrong provider, could lead to inappropriate cost cutting and a reduced service 	<p>- Quality monitoring is the primary purpose of the newly designed transport team, it will focus on doing the right job at the right cost</p>

9. Cumulative impact – Are you aware of any cumulative impact? 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.

Example:

A local authority is making changes to four different policies. These are funding and delivering social care, day care, and respite for carers and community transport. Small changes in each of these policies may disadvantage disabled people, but the cumulative effect of changes to these areas could have a significant effect on disabled people's participation in public life. The actual and potential effect on equality of all these proposals, and appropriate mitigating measures, will need to be considered to ensure that inequalities between different equality groups, particularly in this instance for disabled people, have been identified and do not continue or widen. This may include making a decision to spread the effects of the policy elsewhere to lessen the concentration in any one area.

- There will be a cumulative impact on the workforce with other changes being delivered in Harrow and the overall workforce going down in number, reducing for instance the potential for redeployment if staff were eligible.

- Some children may have a cumulative impact of changes to respite from those programmes of work

- Some families may have been impacted by benefit reform and may have had to change working arrangements (i.e. reducing hours if a registered carer, 'bedroom tax' etc) potential start & finish times changing could be a further impact on these families.

- There are cumulative impacts of change on adult service users from the day centre review, although eligibility and access to transport will not be effected from this change, there will be an impact of potentially changing routes, providers, times of transfer or managing personal budgets.

- The workforce will be effected from potential loss of demand for internally provided transport. Redeployment will be explored within the transport and wider workforce before any redundancies are made.

- Access is not changed in anyway through these transport proposals – only potentially the provider.

- There is a review of the taxi-cards & discretionary freedom passes taking place which will effect access to transport for some. For Adults there is a potential impact of the combination of changes that may be confusing to them, transition management will manage this risk for special transport areas.

10. 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.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

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? (<i>List these here and include them in the Improvement Action Plan at Stage 5</i>)
<i>All client needs continue to be met, staff are given options for the their future employment</i>	<i>All staff supported in change management processes, customers kept informed & consulted</i>	<i>Public meetings, written notification and support</i>	<i>Providing support to staff, providing new services for clients, meeting the needs of clients</i>

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 evidence on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act)?

Yes	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
No	Yes	Yes	No	Yes	Yes	Yes	No	No	No
		Positive							

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)

If 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. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 5</i>	
Outcome 3 – 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. (explain this in 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	

107	<p>12a. If your EqIA is assessed as outcome 3 or have ticked ‘yes’ in Q11, explain your justification with full reasoning to continue with your proposals.</p> <p><i>- There are significant cuts to council spending which must be met whilst protecting front line services. This plan provides job security and maintains services for children and adult clients.</i></p> <p><i>- The impacts identified are manageable.</i></p> <p><i>- There are potential positive impacts of travel training on those trained and some may benefit from transition in being allocated a transport time that better suits their circumstances</i></p>
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Stage 5: Making Adjustments: Staff

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

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Age (adverse)	<ul style="list-style-type: none"> - Roles transfer through TUPE rights - Support given around the time of transfer to make sure pension liability is sound & equal 	<ul style="list-style-type: none"> - Staff are prepared for the practical & emotional impact of change - Jobs are secure - Staff are supported through change more confident about the future 	At point of transfer	RB	Considered by Programme Board
108 stability (adverse)	<ul style="list-style-type: none"> - Use discussions with staff and providers to ensure smooth transfer that meets both staff and employer requirements 	<ul style="list-style-type: none"> - Staff & future employers transfer with confidence 	At point of transfer	RB	Considered by Programme Board
Marriage and Civil Partnership (adverse)	<ul style="list-style-type: none"> - Make sure that staff are kept up-to-date through newsletters or similar to give the notice of anything that may change 	<ul style="list-style-type: none"> - Remove as far as possible the unknowns for staff & provide the information they need 	In progress	BSM/RB	Partnership board, news letters & consultation sessions

Stage 5: Making Adjustments: Staff (continued)

Area of potential adverse/ positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Pregnancy and Maternity (adverse)	<ul style="list-style-type: none"> - Staff away from the office during the consultation and potential change period will be sent all consultation materials in the post - Staff have the opportunity to speak to managers in the office at anytime to consider how the changes could effect them 	<ul style="list-style-type: none"> - Remove as far as possible the unknowns for staff & provide the information they need - Staff are supported through change more confident about the future 	In progress	RB	Letters to staff at home, consultation meetings
109 ...ce (adverse)	<ul style="list-style-type: none"> - Identify any members of staff likely to have issues of this kind and make sure they are supported through change 	<ul style="list-style-type: none"> - Staff have the information they need to navigate through the proposed changes 	In progress	RB	Identified needs for signing and provided signers for sessions
Religion or Belief (adverse)	<ul style="list-style-type: none"> - During any further consultation period we will have support sessions for staff to ask further questions specific 	<ul style="list-style-type: none"> - Staff are supported through change more confident about the future 	In progress and at point of transfer	RB	Staff invited to ask Transport Team questions & opportunity to discuss at consultation sessions

Stage 5: Making Adjustments: Staff (continued)

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Sex (adverse)	- The staff would be supported through any changes and impacts specific to them in the transfer and change period	<ul style="list-style-type: none"> - Staff are supported through change more confident about the future - Reducing outsourcing level through consultation with Unison reduces all impacts 	In progress and at the point of transfer	BSM/RB	Letters to all staff, open meetings
Sexual orientation (adverse)	- The staff would be supported through any changes and impacts specific to them in the transfer and change period	<ul style="list-style-type: none"> - Staff are supported through change more confident about the future 	In progress and at the point of transfer	BSM/RB	Letters to all staff, open meetings
Other (delivery) (adverse)	- We will work with staff in transfer to capitalise on any potential new benefit	<ul style="list-style-type: none"> - Staff understand and can capitalise on potential benefits 	In progress and at the point of transfer	BSM/RB	Open discussions held with staff about plans for becoming a provider
Other (delivery) (adverse)	- Our team will make sure staff transfer in a way that suits both parties	<ul style="list-style-type: none"> - Staff & future employers transfer with confidence 	In progress and at the point of transfer		Letters to all staff, open meetings & further support in transfer

Stage 5: Making Adjustments: Staff (continued)					
Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Other (proposals)	<ul style="list-style-type: none"> - The results of consultation have been conclusive in support for the in-house service and reducing overall level of change for staff and users - The extent of outsourcing has been reduced to deliver savings and retain an element of an in-house service 	<ul style="list-style-type: none"> - Retaining an element of an in-house service 	August 2013	BSM	Complete & revised Cabinet recommendation
111 (cumulative)	<ul style="list-style-type: none"> - Likely cumulative impact from day-centre review will be managed through redeployment both within the special transport service and more broadly 	<ul style="list-style-type: none"> - Staff have options if these changes do effect the number of routes provided in-house 	Following changes to Adult centres	RB	Known need to act at point of change to centres

Stage 5: Making Adjustments: Adult Service Users

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

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Age (adverse)	<ul style="list-style-type: none"> - Consult with groups on proposals - Give service users information & time to adapt to the emotional & practical impact of change 	<ul style="list-style-type: none"> - Service users are confident about the future of services 	<p>Before any adults route change proposals</p>	<p>BSM/RB</p>	<p>Working with Adult services to design consultation process</p>
<p>112</p> <p>Disability (adverse)</p>	<ul style="list-style-type: none"> - Consult with groups on proposals - Give service users information & time to adapt to the emotional & practical impact of change - Work with new suppliers to soften and reduce the impact of transition - Check travel payment arrangements - Communications need to be clear and address positively areas of potential anxiety (by giving as much information as the users might need) 	<ul style="list-style-type: none"> - Service users are confident about the future of services - Public money continues to go to areas of public need - Reducing outsourcing level through consultation with Unison reduces all impacts 	<p>Before any adults route change proposals</p>	<p>BSM/RB</p>	<p>Working with Adult services to design consultation process</p>

Stage 5: Making Adjustments: Adult Service Users (continued)

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Disability (adverse)	<ul style="list-style-type: none"> - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Agree checks for personal budget spending - Use the day-centre networks to make sure that adult users know what is happening & what might change 	<ul style="list-style-type: none"> - Service users are confident about the future of services - Public money continues to go to areas of public need 	Before any Adult Services change proposals	BSM/RB	Working with Adult services to design consultation process
Marriage and Civil Partnership (adverse)	<ul style="list-style-type: none"> - Allow time for questions to be asked and feedback to be given 	<ul style="list-style-type: none"> - Where there is a potential for tailoring services to customers needs these are considered & designed-in 	Before any Adult Services change proposals & before transition	BSM/RB	Working with Adult services to design consultation process, further actions from consultation feedback
Race	<ul style="list-style-type: none"> - Allow time for questions to be asked and feedback to be given 	<ul style="list-style-type: none"> - Where there is a potential for tailoring services to customers needs these are considered & designed-in 	Before any Adult Services change proposals & before transition	BSM/RB	Working with Adult services to design consultation process, further actions from consultation feedback

Stage 5: Making Adjustments: Adult Service Users (continued)

Area of potential adverse/ positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Other (delivery)	- Make sure that service users receive the full benefit where any are achievable	- That customers receive the full benefit of potential positive impacts (where more changes are actually better in timing or delivery for the customer)	Before transition	BSM	Consultation design, transition planning
Other (delivery)	- Quality monitoring is the primary purpose of the newly designed transport team	- New services are delivered to an acceptable standard, are safe and reliable	Before tendering any new routes	RB	LEAN review of client function in progress
Other (proposals)	<ul style="list-style-type: none"> - The results of consultation have been conclusive in support for the in-house service and reducing overall level of change for staff and users - The extent of outsourcing has been reduced to deliver savings and retain an element of an in-house service 	- Retaining an element of an in-house service	August 2013	BSM	Complete & revised Cabinet recommendation

Stage 5: Making Adjustments: Adult Service Users (continued)

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Other (external)	<p>- Provide information and advice to users in partnership with Adult services, to ensure smooth transition between routes or different providers and potentially the use of personal budgets for transport</p>	<p>- Users understand the proposals and can both access and control the transition and potential new arrangements</p>	<p>At the point of day-centre changes go-live</p>	<p>RB</p>	<p>Known work stream for the programme</p>

Stage 5: Making Adjustments: Child Service Users

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

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Age (adverse)	<ul style="list-style-type: none"> - Provide transition information to all parents from which they can prepare and brief children 	<ul style="list-style-type: none"> - Parents and children are informed and confident about future transport arrangements 	Before transition	RB	Partnership board & consultation meeting helping to steer how this will be achieved most effectively
116 Disability (including carers of disabled people)	<ul style="list-style-type: none"> - Some children have very specific and/or complex needs, there would be passed-on the new providers before they start - Make sure travel training is tailored, safe & known about on the transport network - Where travel training is proposed, provide information that details how potential risks will be managed - Make sure that providers know how to use specialist equipment through monitoring & training records 	<ul style="list-style-type: none"> - Providers are equipped with the information & training they need to deliver good services - Travel training procedures protect & safeguard children - Parents, carers & children are informed and confident with travel training procedures - Reducing outsourcing level through consultation with Unison reduces all impacts 	<ul style="list-style-type: none"> ITT Service in place & monitored Information passed-over during transition 	RB	<ul style="list-style-type: none"> Contract management for ITT standards already in place Specific information on needs held by transport team

Stage 5: Making Adjustments: Child Service Users (continued)

Area of potential adverse/ positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Disability (including carers of disabled people)	<ul style="list-style-type: none"> - Keep service users informed - Agree checks for personal budget spending - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Keep customers informed - Give notice of potential changes & time for communication where necessary 	<ul style="list-style-type: none"> - Parents and children are informed and confident about future transport arrangements - Public money continues to go to areas of public need 	In progress & during transition	BSM/RB	<p>Partnership Board & public meetings have captured requirements of transition</p> <p>Personal budget checks set-up with any new scheme</p>
Marriage and Civil Partnership	<ul style="list-style-type: none"> - Any change needs to be given long-lead-in periods and reassurance in setting-out service - Keep customers informed - Give notice of potential changes & time for communication where necessary 	<ul style="list-style-type: none"> - Parents and children are informed and confident about future transport arrangements - Where there is a potential for tailoring services to customers needs these are considered & designed-in 	In progress & during transition	BSM/RB	<p>Partnership Board & public meetings have captured requirements of transition</p> <p>Personal budget checks set-up with any new scheme</p>

Stage 5: Making Adjustments: Child Service Users (continued)

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Race	<ul style="list-style-type: none"> - Give notice of potential changes & time for communication where necessary 	<ul style="list-style-type: none"> - Where there is a potential for tailoring services to customers needs these are considered & designed-in 	<ul style="list-style-type: none"> - In progress & during transition 	<ul style="list-style-type: none"> - BSM/RB 	<ul style="list-style-type: none"> - Partnership Board & public meetings have captured requirements of transition - Personal budget checks set-up with any new scheme
Her delivery)	<ul style="list-style-type: none"> - Make sure that service users receive the full benefit where any are achievable 	<ul style="list-style-type: none"> - Greater independence for children, easier access to work, home care requirements more easily planned 	<ul style="list-style-type: none"> - In progress with ITT service 	<ul style="list-style-type: none"> - RB 	<ul style="list-style-type: none"> - Already in place with ITT service specification
Other (delivery)	<ul style="list-style-type: none"> - Quality monitoring is the primary purpose of the newly designed transport team 	<ul style="list-style-type: none"> - New services are delivered to an acceptable standard, are safe and reliable - Where there is a potential for tailoring services to customers needs these are considered & designed-in 	<ul style="list-style-type: none"> - In progress & during transition 	<ul style="list-style-type: none"> - BSM/RB 	<ul style="list-style-type: none"> - Transport team already quality check contractors - Transition will include proving contractors with details of the needs of passengers

Stage 5: Making Adjustments: Child Service Users (continued)

Area of potential adverse/positive impact	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Other (proposals)	<ul style="list-style-type: none"> - The results of consultation have been conclusive in support for the in-house service and reducing overall level of change for staff and users - The extent of outsourcing has been reduced to deliver savings and retain an element of an in-house service 	<ul style="list-style-type: none"> - Retaining an element of an in-house service 	August 2013	BSM	Complete & revised Cabinet recommendation

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? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<ul style="list-style-type: none"> - Performance monitoring the ITT & transport contracts - Profiling staff impact - Monitoring complaints 		
<p>15. Do you currently monitor this function / service? Do you know who your service users are?</p>	<p>Yes</p>	<p>Yes service users are known and contracts and complaints are monitored</p>	<p>No</p>
<p>16. What monitoring measures need to be introduced to ensure effective monitoring of your proposals? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<ul style="list-style-type: none"> - Profiling staff impact - New contract management processes current being designed - Monitor client profile - Monitoring savings delivered & standards of delivery - Cabinet report to provide details of savings 12 months after decision - UNISON advocate a report to Cabinet a year after September decision so that the 53 out-of-borough routes have sufficient time in which to deliver the 30% savings. 		
<p>17. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<ul style="list-style-type: none"> - Reported to Programme Board whilst operational - Reporting to commissioning/client team when operational 		
<p>18. Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.</p>	<ul style="list-style-type: none"> - Customers would prefer to stay with the in-house service, parents and carers need time and information for transition, partnership board keen for Harrow work to be provided by Harrow in-house - Harrow Unison branch are opposed to full outsourcing 		

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>19. Summary of the assessment</p> <p>NOTE: 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>Key Impacts: <i>emotional impact of change for all concerned, staff roles potentially transferring, staff & customer anxiety, change in provider, new client function</i></p> <p>Particular Groups: <i>disabled, age, race, marriage & disability, religion or belief, pregnancy</i></p> <p>Will we proceed: <i>In consultation with Unison & Partnership Board members, the proposals have been altered to reflect public & stakeholder comments. Risks identified are manageable</i></p>
<p>121</p> <p>How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc</p>	<p>- Attached to Cabinet Report & published on intranet</p>

Stage 8 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

<p>21. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>- Members of the EQIA Quality Assurance group, SNT3 Programme Board, SNT3 Partnership Board, C&F Programme Board</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>Date:</p>	

Appendix 1

Public Consultation: Children's Service Users

There were three forms of consultation with the parents, carers and service users of the Children's and young adults transport service. These were a postal survey, three public meetings and a web-based survey.

Postal Survey

The most successful method in terms of the number of people involved was the postal survey. The postal survey sent to the homes of service users through the drivers and escorts handing who deliver the transport. A total of 524 letters and consultation questionnaires were given directly to the homes of service users and in total, 170 (33%) have been returned by handing them back to the transport staff.

The results of the postal survey questionnaire are summarised below:

1. Which two or three of the following, if any, are the most important qualities for you? Familiar staff (82%), friendly staff (79%) & reliability (69%)
2. To what extent do you agree or disagree that Harrow Council should offer contracts to other providers to make savings? disagree (20%) or strongly disagree (42%)
3. From the following list, which two or three would make the transition from one company another easier for you or your child? Familiar staff (85%), Familiar Vehicle (41%), Friendly staff (62%), Ability to discuss needs before the start (55%), provide enough time to communicate (23%)
4. How important, if at all, is it for Harrow Council to continue to promote the most environmentally friendly forms of transport? Very important (48%), fairly important (34%)
5. To what extent do you agree or disagree that parents should claim a mileage payment for transporting their own children? Strongly agree (21%), Neither agree nor disagree (24%)

6. How important is it to you personally that Harrow Council continues to give parents access to travel claims? Very important (38%), Don't know (21%)

7. Do you agree or disagree that if parents choose school places further away, then they should accept full responsibility for their child/ren's transport? Strongly disagree (42%), disagree (31%)

8. How important is it to you personally that Harrow Council continues to promote Independent Travel for students who are able to do so? Very important (41%), Important (36%)

9. Do you agree or disagree that Harrow Council should continue to work with schools to provide transport to education? Strongly agree (84%)

The majority group of respondents (49%) were under 16 years of age, 27% were between 25-44 years of age. 31% have a disability that affects mobility, 45% have a learning disability.

The results show that the preference of the respondents is to have friendly, familiar and reliable service. There is significant disagreement for using other agencies to provide transport, the most important factor in transition is familiar staff, followed by friendly staff and the ability to discuss the child's needs before transfer. Less important than these was a familiar vehicle.

Public Meetings

The three public meetings were arranged in the morning, afternoon and evening to give a spread of days and times available. One was held at Shaftesbury High School to provide a more suitable venue for some parents. The meetings were very useful and engaging and were attended by a total of 21 parents, carers and relatives of services users. The sessions are summarised below:

Parents and carers value & trust the service highly for its familiarity of staff, punctual delivery, training levels, feeling of safety, flexibility in times of changed circumstances, ease of contact

Would prefer cuts to be made elsewhere and would be ready to pay to keep it as it is

Parents and carers were interested in the policy changes and pleased that over all eligibility was due to be largely unchanged

Travel training is OK where appropriate and safe etc

Would prefer Harrow pupils transported by Harrow staff & Harrow businesses.

Parents are anxious about losing the things about the service that they value, particularly the familiarity of staff

Any significant change of this service needs to be carefully handled to ensure a smooth transition, this would include having information about the new service early such as photographs of the bus & staff.

Would like to have an on-going opportunity to feedback on the service to retain some sense of control. Liked the idea of a parent/provider partnership board.

Having spoken about their concerns and heard-back how these will be managed, parents would prefer that the service stayed as it is, but were far less anxious about the future having heard about impact & transition planning

Having experienced routine transition at times and the change from previous bus fleet to the current purple, remembered that impact reduced fairly quickly back into a new routine.

Those delivering the sessions were thanked for creating the opportunity to listen, for responding openly and honestly and for having already given the customers such high consideration in the face of government cuts

Parents were invited to join the SNT3 Partnership Board where members of the public meet with Council Members, Trade Unions, Local Disability Group representatives and Officers to discuss the programme and give input to its overall shape and direction.

On-Line Survey

The web-based survey was expected to have a low take-up, just 11 questionnaires were completed.

The results of the on-line survey questionnaires are summarised below:

1. Which two or three of the following, if any, are the most important qualities for you? Familiar staff (100%), friendly staff (45%) & reliability (82%)
2. To what extent do you agree or disagree that Harrow Council should offer contracts to other providers to make savings? disagree (36%) or strongly disagree (36%)
3. From the following list, which two or three would make the transition from one company another easier for you or your child? Familiar staff (91%), Familiar Vehicle (18%), Friendly staff (27%), Ability to discuss needs before the start (45%), provide enough time to communicate (27%)
4. How important, if at all, is it for Harrow Council to continue to promote the most environmentally friendly forms of transport? Very important (36%), fairly important (45%)
5. To what extent do you agree or disagree that parents should claim a mileage payment for transporting their own children? agree (36%), Neither agree nor disagree (18%), don't know (18%)
6. How important is it to you personally that Harrow Council continues to give parents access to travel claims? Very important (18%), fairly important (36%), not at all important (18%)
7. Do you agree or disagree that if parents choose school places further away, then they should accept full responsibility for their child/ren's transport? Strongly agree (45%), disagree (18%), strongly disagree (45%)
8. How important is it to you personally that Harrow Council continues to promote Independent Travel for students who are able to do so? Very important (36%), Important (36%)
9. Do you agree or disagree that Harrow Council should continue to work with schools to work with schools to provide transport to education? Strongly agree (45%), agree (36%).

The respondents were (27%) under 16 years of age, 27% were between 25-44 years of age, 36% between 45-64. 27% have a disability that affects mobility, 27% have a learning disability.

The results show slight variation in responses to the postal survey, notably there is the same level of opposition to the use of external providers, familiar vehicles are less important. In transition familiar staff are important in along with the ability to discuss needs before start-up. The strong difference of this return to the postal return was the support for parents that choose schools further away should be responsible for providing transport.

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Appendix 2: Consultation

The SNT3 programme board used the EQIA research and their experience of the service users as the basis for designing an effective consultation process.

The three main areas of consultation were with:

- The workforce;
- Service users;
- Trades unions.

In addition to these three groups there was also consultation with local schools as a group and with strategic partners through the establishment of a partnership board.

All three consultations will be summarised and sent to the stakeholders that took part so that each stakeholder can access the thoughts of others and so that the Council can meet the needs of the EQIA action plan in giving sufficient information early in the process and making sure that respondents are aware of the impact their involvement and engagement has had.

The method and outcome of each separate consultation is listed in the sections below.

Public Consultation: children's service users

There were three forms of consultation with the parents, carers and service users of the Children's and young adults transport service. These were a postal survey, three public meetings and a web-based survey.

Postal Survey

The most successful method in terms of the number of people involved was the postal survey. The postal survey was sent to the homes of service users through the drivers and escorts who provide the transport. A total of 524 letters and consultation questionnaires were given directly to the homes of service users and in total, 170 (33%) have been returned by handing them back to the transport staff.

The results of the postal survey questionnaire are shown in summary below:

Which two or three of the following, if any, are the most important qualities for you? Familiar staff (82%), friendly staff (79%) & reliability (69%)

To what extent do you agree or disagree that Harrow Council should offer contracts to other providers to make savings? disagree (20%) or strongly disagree (42%)

From the following list, which two or three would make the transition from one company another easier for you or your child? Familiar staff (85%), Familiar Vehicle (41%), Friendly staff (62%), Ability to discuss

needs before the start (55%), provide enough time to communicate (23%)

How important, if at all, is it for Harrow Council to continue to promote the most environmentally friendly forms of transport? Very important (48%), fairly important (34%)

To what extent do you agree or disagree that parents should claim a mileage payment for transporting their own children? Strongly agree (21%), Neither agree nor disagree (24%)

How important is it to you personally that Harrow Council continues to give parents access to travel claims? Very important (38%), Don't know (21%)

Do you agree or disagree that if parents choose school places further away, then they should accept full responsibility for their child/ren's transport? Strongly disagree (42%), disagree (31%)

How important is it to you personally that Harrow Council continues to promote Independent Travel for students who are able to do so? Very important (41%), Important (36%)

Do you agree or disagree that Harrow Council should continue to work with schools to provide transport to education? Strongly agree (84%)

The majority group of respondents (49%) were under 16 years of age, 27% were between 25-44 years of age. 31% have a disability that effects mobility, 45% have a learning disability.

The results show that the preference of the respondents is to have friendly, familiar and reliable service. There is significant disagreement for using other agencies to provide transport, the most important factor in transition is familiar staff, followed by friendly staff and the ability to discuss the child's needs before transfer. Less important than these was a familiar vehicle.

Public Meetings

The three public meetings were arranged in the morning, afternoon and evening to give a spread of days and times available. One was held at Shaftesbury High School to provide a more suitable venue for some parents. The meetings were very useful and engaging and were attended by a total of 21 parents, carers and relatives of services users. The sessions are summarised below:

Parents and carers value & **trust the service** highly for its familiarity of staff, punctual delivery, training levels, feeling of safety, flexibility in times of changed circumstances, ease of contact

Would prefer cuts to be **made elsewhere** and would be ready to pay to keep it as it is

Parents and carers were interested in the policy changes and pleased that over all eligibility was due to be **largely unchanged**

Travel training is **OK** where appropriate and safe etc

Would prefer Harrow pupils transported by **Harrow staff & Harrow businesses**.

Parents are **anxious** about losing the things about the service that they value, particularly the familiarity of staff

Any significant change of this service needs to be carefully handled to ensure a **smooth transition**, this would include having information about the new service early such as photographs of the bus & staff.

Would like to have an on-going opportunity to feedback on the service to retain some sense of control. Liked the idea of a **parent/provider partnership board**.

Having spoken about their concerns and heard-back how these will be managed, parents would prefer that the service stayed as it is, but were far **less anxious** about the future having heard about impact & transition planning

Having experienced **routine transition at times** and the change from previous bus fleet to the current purple, remembered that impact reduced fairly quickly back into a new routine.

Those delivering the sessions were thanked for **creating the opportunity to listen**, for responding openly and honestly and for having already given the customers such high consideration in the face of government cuts

Parents were invited to join the **SNT3 Partnership Board** where members of the public meet with Council Members, Trade Unions, Local Disability Group representatives and Officers to discuss the programme and give input to its overall shape and direction.

On-Line Survey

The web-based survey was expected to have a low take-up and just 11 questionnaires were completed.

The results of the on-line survey questionnaires in summary are presented below:

Which two or three of the following, if any, are the most important qualities for you? Familiar staff (100%), friendly staff (45%) and reliability (82%)
To what extent do you agree or disagree that Harrow Council should offer contracts to other providers to make savings? disagree (36%) or strongly disagree (36%)

From the following list, which two or three would make the transition from one company another easier for you or your child? Familiar staff (91%), Familiar Vehicle (18%), Friendly staff (27%), Ability to discuss needs before the start (45%), provide enough time to communicate (27%)

How important, if at all, is it for Harrow Council to continue to promote the most environmentally friendly forms of transport? Very important (36%), fairly important (45%)

To what extent do you agree or disagree that parents should claim a mileage payment for transporting their own children? agree (36%), Neither agree nor disagree (18%), don't know (18%)

How important is it to you personally that Harrow Council continues to give parents access to travel claims? Very important (18%), fairly important (36%), not at all important (18%)

Do you agree or disagree that if parents choose school places further away, then they should accept full responsibility for their child/ren's transport? Strongly agree (45%), disagree (18%), strongly disagree (45%)

How important is it to you personally that Harrow Council continues to promote Independent Travel for students who are able to do so? Very important (36%), Important (36%)

Do you agree or disagree that Harrow Council should continue to work with schools to provide transport to education? Strongly agree (45%), agree (36%).

The respondents were (27%) under 16 years of age, 27% were between 25-44 years of age, 36% between 45-64. 27% have a disability that affects mobility, 27% have a learning disability.

The results show slight variation in responses to the postal survey, notably there is the same level of opposition to the use of external providers, familiar vehicles are less important. In transition familiar staff are important in along with the ability to discuss needs before start-up. The strong difference of this return to the postal return was the support for parents that choose schools further away should be responsible for providing transport.

Summary

There is significant opposition to the use of new providers in the first instance, this was apparent at the public meetings and in both the postal and web returns. However, this is not the universal view and some service users are not unduly worried by this potential change.

Discussions around potential transition have been very helpful, in some instances in discussion at public meetings the public have changed their opinion of the potential disruption and settled that change does occur naturally and over time and that so long as there is sufficient notice and better still some level of familiarity, that transition can be managed and may not be as unsettling as first thought.

The consultation has been very helpful and the responses will be a great aid in progressing proposals in a sympathetic and customer centred manner.

Public Consultation: Adult Service Users

At this time the effect on the Adults side of the service is thought to be minimal if at all and therefore consultation will only happen if and when it is felt changes are necessary.

Staff Consultation

All special needs staff were invited on 24th June to join officers on either the 3rd or 4th of July to discuss the proposals. The two meetings were held at 11:00 at the depot to make the time and venue as appropriate to staff as possible. A total of 27 staff attended the meetings, a low number given the number of staff potentially affected by the proposals.

In summary the staff made the following comments and asked the following questions:

Did the proposals effect **children's and adult's** services?

What would happen to their **pensions**?

Would their **pay drop** if they TUPE'd across?

Were there any **voluntary sector** organisations likely to be providers?

Would a **5% paycut** for all staff meet the savings target?

Why can't the councils £10m **under-spend** be used to fund that service?

Would like the service to stay in house to preserve their training and **safeguarding** principles that the current staff have

Thought the management team should reduce to make some of the savings, but also increase to manage the external providers.

Were concerned that the **location** of employment would change.

Thought all private operators were unlikely to deliver the service to such a high standard.

Wanted to know if there was a **time-limit** on the contracts?

Wanted to make sure all the vital information about the **individual needs** of the children were passed over.

Officers **thanked** those present for attending, attendees thanked officers for being honest and listening to views

The overall message was that staff would “**prefer the service to stay in house**” for reasons involving “**the impact of change on the children**”, the “**risk of the quality of the service going down**”, the potential for “**cost-cutting to effect the service**”, change is normally accepted after time and “**becomes the new norm**”.

Trades Union Consultation

With a programme of this size and significance, there is a considerable level of interest from the Trades Unions (TU's) that work with special needs transport staff. For this programme the engagement with TU's has been positive and we have been through a process of assisting the TU's in developing an alternative proposal.

Principally, the two most represented Trades Unions within special needs transport are Unison and GMB.

Following the Call-In of the SNT3 report in April this year, a meeting was held with both TU's on 23 May. In this meeting, the TU's mentioned that their members would like to consider putting together an alternative proposal to SNT3 that safeguarded in-house services and gave the same level of quality and delivery.

At this time TU's expressed that they would only need two weeks to put together their proposal, the board thought there was at least a month available in the timetable and agreed on a 4-week deadline.

Following this, TU's were given details of budgets and actual levels of spending, upon which their proposals could be built.

Early proposals were discussed at the programme's partnership board on 19th June, where TU's were given an extension of the deadline to 17th July.

The Harrow Branch of the Unison TU have provided a full and complete alternative proposal to the SNT3 programme.

The Unison proposal recognises the need to outsource part of the service and their proposal initially proposed limiting the outsourcing to all the out of borough routes. This will maintain a mixed delivery approach which is favoured by about half of the London boroughs that the Branch has contacted.

Following further discussions Unison have understood that the in borough mainstream schools would also have to be considered in phase one of the programme.

The revised savings proposed break down as follows:

Cost Element	Saving
Route cost reductions (outsourcing)	411,254
Management staff reductions	70,000
Total	481,254
MTFS Savings required	540,000
Under delivery total	58,746

Financial appraisal of revised proposal

The route cost reductions are based on SNT 3 projections and rely on the same assumptions that by outsourcing all routes except the four Harrow Special Schools will achieve 30% savings to the service.

Management staff reductions are again based on the same projections in the SNT 3 business case but it has to be noted that assumption was based on all the routes being outsourced. As some routes will now initially remain in-house the team requirements will have to be carefully managed to ensure it is fit for purpose.

The Unison proposal would like to see a voluntary severance (VS) scheme put in place to allow staff to choose between TUPE transfer and leaving. There is some merit in this approach as the cost and time involved in transferring staff to what would be several external companies, would be far more lengthy and costly than allowing staff to leave if they wish. Also if staff did transfer to the new contractors it would be likely to increase the cost of the routes, possibly negating the required 30% savings by outsourcing.

As with SNT 3 original proposals there will be one off costs associated with returning vehicles under lease and the cost of allowing staff to leave under VS. It is however anticipated that by returning fewer vehicles (and by transferring some vehicles to Adults routes, giving them approx £40k savings) that there will be one-off savings to the project costs.

Harrow Council is in favour of accepting this proposal as it mirrors closely the outline plans for the first phase of SNT 3 but as the revised proposal may not deliver the £540k required, the Council would have to look at outsourcing either all or part of the routes to a special school, likely Shaftesbury High School routes.

The Unison proposal supports the tendering of a new framework which would provide greater resilience in the supply chain.

Outsourcing the external routes to the providers in the current framework, will give the council absolute data on the following:

The **demand** of the companies within the framework

The best method for customer **transition**

The absolute **savings delivered** and those that could be delivered from further outsourcing

The **complexity** and **benefit** of transferring staff if any possible VSS was not approved.

Partnership Board

An SNT3 partnership board was established to bring together the views of the strategic stakeholders that are interested in the service and the impacts that change may bring.

The board consists of two parents of children who attend Harrow special schools (one of whom represents the Harrow Parents of Disabled Children group), representatives of the Harrow Associated for the Disabled, the two Trade's Unions who are most interested in the proposals (Unison and GMB), Council Members who are Portfolio Holders for Adult's and Children's services and Officers from Adults Services, Children's Services and Human Resources and Development.

Each member of the group represents their area of interest or profession, their group members and in some cases the specific interests of the service users.

These views are brought together to safeguard the interests of services, the staff involved and the Council's requirement to deliver savings in-line with the Medium Term Financial Strategy.

It has been the Partnership Board's view that the Unison proposal should be explored in more depth to understand if it does deliver the level savings required which has now been undertaken.

Following the Cabinet Meeting in September, the purpose of the board will be re-focussed towards the delivery of the savings and oversight of the change processes before new services go-live.

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Appendix 3

Supporting members defending public services

An alternative to the Special Needs Transport (SNT) III full business case

The in-house approach



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London UNISON Local Government Branches

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Tower Hamlets & Camden Council UNISON Local Government Branches

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Executive Summary

A UNISON alternative to the Special Needs Transport (SNT III) full business case

Introduction

This report has been produced by Harrow UNISON Local Government Branch in response to the Children & Families Directorate Special Needs Transport (SNT) III Full Business Case.

SNT III summary

The SNT III business case was commissioned by the Children & Families Directorate to achieve the Medium Term Financial Strategy savings target of £540,000 in the 2014/15 budget year as part of Harrow Council's approach to cope with central government's continued schedule of cuts to local authority budgets.

The business case proposes to externalise 80% of SNT's remaining in-house routes to a position where the whole service is provided by external suppliers composed from private companies, charities and voluntary organisations. This will be achieved through the project's 'Strategic Market Engagement' strategy where the council will engage with the market in a phased manner over 3 years, e-auctioning routes to realise the 30-50% route savings that have been projected. SNT III also proposes to formalise Independent Travel Training and Personal Travel Budgets within the draft West London Alliance's joint 'Policy for Travel Assistance' document. This seeks to reduce service demand and costs by changing service user's behaviour towards independent travel.

SNT 1 & SNT II

SNT III follows two previous projects (SNT I & SNT II) in which the Transport Service modernised by introducing a new fleet and route schedules, successfully delivering on £1 million of efficiency savings.

The two previous projects actively involved the recognised trade unions involving them from outline business case development to full business case consultation and project implementation. In contrast to the level of engagement the trade unions had previously experienced, it is with regret that SNT III has been developed and project managed without the same level of engagement and consultation required for a project of this size and possible consequence for all stakeholders including our members. In summary, consultation was brief, if non-existent, and did not reflect the concept of meaningful engagement.

As was evidenced in the successful UNISON Call-In of the April 2013 Cabinet decision, it was accepted by the Call-In Sub-Committee and Cabinet that there had been inadequate consultation with staff and services users with little or no evidence to demonstrate that the Childrens & Families Directorate had consulted robustly on its proposals with external stakeholders, trade unions and the community.

UNISON approach

Following April's Call-In decision, Harrow Council's Cabinet authorised a consultation period enabling all stakeholders, including trade unions, the opportunity to fully engage and consider the business case. The results of consultation with service users and stakeholders will be used in September to inform the re-considered SNT III decision.

UNISON have used this short time by fully engaging with the Childrens Directorate to produce an alternative option which increases the ratio of mixed provision in SNT but rejects full externalisation as proposed in the SNT III business case. This is a flexible and pragmatic approach to a business case that has inherent risks and as a public service trade union we believe that services are best provided in-house ensuring value for money, accountability and flexibility to respond to changing needs and services.

The views of our members

UNISON is a member led trade union and we have sought the views of our hardworking SNT driver and escort members by convening Workshops, feeding their views and suggestions directly into the making of this report. After all, they work day in day out for the service and are the real experts here.

Our members are opposed to total externalisation and firmly believe that the borough's vulnerable service user interests are best served by a well-trained, trusted and experienced in-house workforce who are familiar with Harrow's clients and who understand their challenging needs.

They do not believe that existing quality and service standards currently experienced by service users will remain the same and will be compromised if routes are placed in the hands of a variety of unknown bidders in the open market place. They also reported the view of parents who have conveyed to members that many have a feeling of severe unease about the proposals and are opposed to the idea that their children could be transported by an unknown provider in an e-auctioning process that they have no say or involvement in.

SNT 3- Branch findings

In the time afforded Harrow Branch have attempted to unravel the SNT III business case and our analysis has exposed worrying findings which, acting in the capacity as a critical friend to the Council, we believe must be uncovered and fully investigated before Cabinet decision in September.

Apart from the fact that the business case does not include an in-house alternative (which Harrow Branch have attempted to provide within this report), or even a Service Improvement Plan/Process, UNISON believe the financial case for privatisation is biased, based on wildly exaggerated claims and unrealistic route savings which, when unpicked, actually increase current costs, not reduce them. The effect of the summary headlines below could escalate route costs following transfer thereby compromising the objective to achieve the significant savings the service must find in 2014.

Headline findings which have been grossly under reported in the full business case include the following;

- **Route saving calculations do not include staff transfer (TUPE (2006)) & pension costs – composing 64.35% of actual SNT budget**
- **TUPE/pensions & vehicle exit costs wipe out SNT III savings, increasing costs on 16 routes by over 28%**
- **The 30-50% claimed route savings are unrealizable and mythical**
- **Route cost savings reduced by 10% on current external routes 6 months after being e-auctioned indicating a downward trajectory of envisaged savings**

- **Branch survey finds 52% of London councils transport services favour in-house or a mixed provision of routes- 100% outsource is not the preferred option**

UNISON alternative- mixed provision

Given the gravity and significant savings target, UNISON have endeavoured to formulate an alternative option which seeks to mitigate the impact upon our members/service users and which seeks to protect the local authority from the escalating route costs that are projected above.

We believe we have achieved this through our mixed provision approach. This approach recommends the tendering of 53 routes currently provided out of borough through the e-auctioning process as outlined within the SNT III business case. Out of borough route costs comprise 38% of the SNT Childrens budget and are costly in comparison to Harrow routes. Under the UNISON model the SNT service would focus on Harrow routes only and benchmark the best practice arrangement of other London in-house services that we have researched such as Camden and Tower Hamlets.

Using SNT III projected route savings without the cost of TUPE/pensions and vehicle release costs indicate that the savings predicted on these routes could effectively be realisable. In terms of personnel, our analysis has shown that the service has sufficient absorption capability to swallow staff in the reallocation of work by releasing agency staff and in using the 20-28 service vacancies. We believe redundancy costs will be lower in comparison to SNT III but our proposal allows for possible Severance and or Voluntary Redundancy option.

A streamlined service with the focus on internal borough routes would mean that a reduction in operational management FTE's, agency spend, short hire vehicle releases and consultant fees would be included as part of the UNISON alternative. The anticipated savings over deliver on the £540k savings target by £275k.

Risks, benefits & recommendations

A mixed provision approach increasing the number of routes from 20% to 40% of total route provision, ward off the significant cost escalation risks associated with 100% externalisation to a local market which may never be sufficiently mature enough to meet the council's service demands and achieve the level of cost savings anticipated through SNT III.

The 60-40% ratio favouring in-house provision, retains a well-trained and well trusted workforce that delivers services to users with sensitive needs, and aims to ease the well founded fears of families and services users that have been reported to our members. It also gives the authority and its elected member's democratic control of a public service which has not been completely fragmented and can respond to an ever changing political landscape on a local and national level.

However, the UNISON alternative does rely on SNT III savings to achieve the MTFS target and so it would be contradictory to negatively scrutinise the saving projections on one hand, and then endorse them as part of our alternative on the other. Therefore our recommendations request that our report findings be noted and that independent scrutiny of the route saving claims are obtained before September Cabinet. This would ultimately ensure Cabinet's decision in September and our alternative is based on detailed, high quality cost savings information. If the savings are deliverable, UNISON recommends the adoption of our mixed provision alternative to retain a greater portion of routes in-house and to achieve the MTFS savings target.

Section 1

Background to SNT III

Special Needs Transport service profile

Harrow Council's Special Needs Transport service is an extremely valuable in-house provider of door-to-door transportation serving the borough's most vulnerable residents, responding on a daily basis to the varying needs of children and adult service users. Key profile characteristics of the service and operating features are as follows;

- 154 Full Time Equivalent (FTE) staff employed on part-time, term time and full time contracts transporting 865 (515 children & 350 adult) service users
- The staffing group is reflective of Harrow's very diverse community with a significant proportion of the workforce, female and from black minority ethnic groups
- Approximately 20-28 FTE vacancies
- Approximately 20 agency staff
- Service operated by a management team of 8.4 FTE
- A fleet of 84 mini-buses on a combination of long and short term hire leases provided by Fraikin
- SNT operates approximately 126 routes, 53 of which are provided out of borough
- 20% of routes are outsourced but are safely operated using SNT escorts employed by Harrow Council

SNT III

SNT III is the Children & Families directorate response to achieve the MTFs saving target of £540k in 2014/15. It follows two previous projects SNT I & SNT II which modernised the service and delivered over £1million of savings and trialled Independent Travel Training (ITT), a key element of SNT III. Trade unions were engaged and consulted throughout these two previous change programmes that is from initial project inception through to implementation.

SNT III seeks to fundamentally transform in-house service provision by externalising all routes over 2-3 years via its 'Strategic Market Engagement' process using small and large scale private companies, various charities and voluntary organisations. SNT would effectively become a commissioning service with in-house staff being transferred to any of the preferred transport suppliers with service users being transported by potentially unknown contractors using a reverse e-auctioning process.

Inadequate consultation

The Future Cost-Control element of SNT III has significant implications for service users and UNISON members. In contrast to the level of engagement the trade unions had previously experienced, it is with regret that SNT III has been developed and project managed without the same level of engagement and consultation required for a project of this proportion and the far reaching employment implications for our members.

UNISON believe there has been an under-estimation of the strength of feeling against this project, clearly demonstrated by the weight of over 150 residents who voiced their concern through the UNISON Call-In about the inadequacy of consultation prior to Cabinet agreeing its implementation.

The Call-In Sub-Committee (convened 29th April 2013) accepted this union's argument that there had been inadequate consultation with staff and services users with little or no evidence to demonstrate that the Childrens & Families Directorate had consulted on its proposals with external stakeholders, trade unions and the community.

In summary, consultation before SNT III was submitted to Cabinet on the 11 April 2013 was brief, if non-existent, and did not reflect the concept of meaningful engagement as required within UNISON's recognition agreement with Harrow Council. In May's Cabinet meeting Children & Families were asked to go back to unions, service users and other stakeholders and consult using the results of consultation to inform the return of SNT III which is scheduled for September Cabinet.

Report layout

This report is to be considered as UNISON's formal response to the SNT III consultation period. Key findings have been gathered using estimated route costing data for 2013-14 supplied by the Children & Families directorate. It gathers qualitative data in the form of SNT UNISON member views and reports on the findings of a branch survey into special needs transport provision across London boroughs.

Section 2 of this report presents key branch findings regarding the feasibility of 50% route savings, with the focus on the Future Cost Control element of SNT III. Section 3 summarises what our members said about SNT III. Section 4 sketches this union's alternative mixed provision model followed by Section 5 which outlines the key risks and benefits of the UNISON mixed provision approach. Finally, Section 6 concludes the report with a summary and recommendations for immediate Portfolio Holder and Cabinet consideration.

Section 2

SNT III- Harrow UNISON LG Branch findings

Headline summary of SNT III UNISON findings

- **Appraisal bias – no inclusion of in-house option and/or Service Improvement Plan/Process**
- **Demand Management & Independent Travel Training (ITT) require robust safeguards**
- **Exaggerated route savings & lack of cost transparency**
- **Branch benchmarking survey finds 52% of local authority transport services err in favour of in-house & mixed provision of transport services**
- **Downward cost performance of current external routes**

1. Appraisal bias – no inclusion of in-house option or Service Improvement Process

The SNT III business case reflects an overly optimistic view of the effect of outsourcing all remaining SNT routes, displaying a blatant appraisal bias in favour of the Strategic Market Engagement process (or the outsourcing of all in-house routes over a phased 3 year process). There is limited information concerning service achievements to date or current performance levels in comparison to other local authorities with an absence outlining the benefits of retaining transport services in-house.

We believe this is a selective approach and has been carried out with the predetermined option to fully privatise SNT. Our members have conveyed strongly to the Branch that the business case is 'anti-competitive' because there is no evidence of any Service Improvement Process before the two soft market route testing exercises took place.

UNISON believe it is a mistake to make cost comparisons with other external providers on current service route costs because the basis of comparison is inherently unfair. A comparison of costs should have taken place after the service had been through a robust and engaging Service Improvement Process looking at the various options of service provision available. UNISON can demonstrate countless examples of in-house services improving themselves before options appraisal exercises are undertaken with in-house provision proving less costly in the long term than full privatisation.

2. Demand Management & Independent Travel Training (ITT) requires safeguards

Demand Management strategies are being utilised by many local authorities across England with the aim to enable vulnerable students and young adults who require local authority support to travel independently by themselves reducing demand, changing transport behaviour and in turn delivering financial savings to local councils.

However, with the assistance of UNISON's national office and in noting the light-touch risk profile approach within the SNT III business case, UNISON believes that the Council should be cautious in its approach to fully implementing ITT and Direct Travel Payment arrangements.

The approach should be implemented slowly and have sufficient safeguards in place to accept the varying day-to-day needs and conditions of individuals within different client groups.

The approach and roll out should fully involve parents and carers in periodic reviews and evaluations to ward of potential risks. For instance, special needs is a sensitive area and Harrow Council must recognise that needs can change, so a person with autism who may be able to handle independent travel one day, may not cope the day after following a response to stimuli that may not be obvious to everybody else. UNISON is generally concerned that once a person is deemed to be independent, they may find it difficult to re-access Council transport provision when their needs change. This could make it difficult to plan routes and services which could increase taxi routes and cost at a time when the service is reducing.

3. Exaggerated route savings & lack of cost transparency

UNISON firmly believe the financial case for a fragmented outsource is based on wildly exaggerated claims, miniscule sampling and unrealistic route savings which, when unpicked, actually increase current costs not reduce them, compromising the business case objective of meeting the MTFs savings target.

The over optimism of route savings should be replaced with explicit, transparent and empirically based adjustments of all project costs including TUPE/pensions so that decision makers and the SNT III Governance Board/Cabinet have all the information to make an informed decision.

Analysis of route costs in comparison to business case savings report the following;

- **Route saving calculations have not included staff transfer costs under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). Pay and pensions comprise 64.35% of the actual SNT & Adults budget in 2012/13 giving an indication of the total costs on routes following transfer**
- **Analysis of 16 routes ('Schedule A' Mon-Fri routes) confirm that even after the 30% SNT III route savings has been accounted for, TUPE/pension and vehicle exit costs increase the overall total route costs by a shocking 28.2% proving that routes costs will increase after transfer**
- **The soft market route testing results (shown in the table below) demonstrate that route savings dramatically reduce when TUPE costs are included evidencing a real risk that the 30-50% claimed route savings are unrealisable and mythical**

Route savings adjusted with TUPE costs on market testing sample						
2013-14	Route	Estimated route cost	Labour cost	TUPE cost	% Claimed reduction	Reduction after TUPE
	26	43,560.43	23,288.93	53.00%	55.00%	2.00%
	19	38,252.23	23,288.93	61.00%	53.00%	-8.00%
	46	86,269.39	65,264.13	76.00%	37.00%	-39.00%
	168	12,729.40	3,577.65	28.10%	32.00%	3.90%
	4	38,252.23	23,288.93	61.00%	39.00%	-22.00%
	174	1,480.51	670.81	45.30%	109.00%	63.20%

In addition to the undisclosed route costs, UNISON have established that there is no contractual assurance that the vehicle contractor (Fraikin) will sell leased vehicles at low

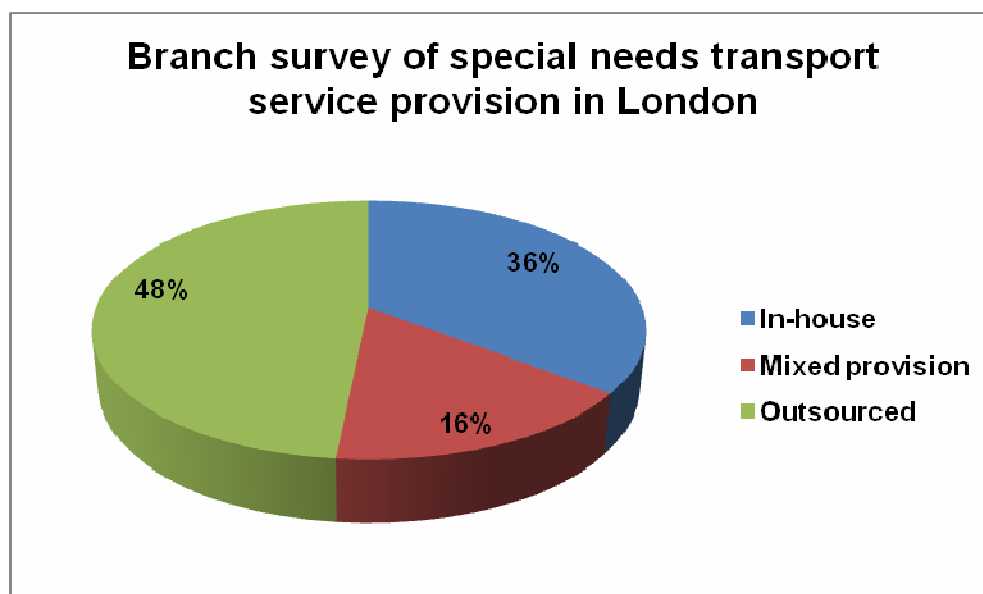
prices to reduce the Council's exit vehicle fees therefore having the potential to increase the cost of overall project delivery.

4. UNISON branch survey finds 52% of local authority transport services err in favour of in-house & mixed provision of transport services

A Branch benchmarking survey analysing the mode of provision used by London's local authority transport services took place during June and July 2013 interviewing UNISON branches. Harrow Branch commissioned this survey to investigate the claim made in the SNT III business case that 'using external suppliers is the preferred option for the majority of the authorities in the sample' (SNT III, Full Business Case, page 9, 2013).

The Branch required a broader view than the 11 local authorities surveyed in the business case and contacted all 33 UNISON Local Government Branches in order to receive an accurate snapshot.

The full results are found in Appendix 1 but the results summarised in the chart below clearly demonstrate that local authorities err in favour in-house and mixed provision rather than full route externalisation. In fact, Camden UNISON branch reported that Camden Council reviewed special transport services two years ago and found that the wider market place was not mature and could not offer the significant benefits, in terms of customer satisfaction and service quality that the in-house service provided. With no plans to review the matter, all of Camden's transport 60 routes are provided in-house with a management team of 5 FTE.



5. Downward cost performance of current external routes

UNISON have discovered that the 20% of routes currently externalised (and re-tendered in January 2013 as part of SNT III) have not delivered on the 20% saving expectations projected before tendering via the e-auctioning process.

In fact, and in keeping with the route cost escalation findings above, these routes have seen a 10% reduction in the original saving estimates meaning, perversely, that route costs have actually increased by 10% in just six months and are indicative of a downward trajectory of savings overall.

Section 3

What our members said about SNT III

Harrow UNISON conducted two SNT III member workshop meetings in June 2013 to discuss the business case proposals. Members were arranged into groups and asked to give their views about the current benefits SNT offers to service users and alternative ideas to achieve the savings requirement.

Members were also asked to convey their views about SNT III and any issues that they feel may arise if the business case is implemented. Our members are opposed to the concept of further route externalisation and, on the whole, believe that the needs of vulnerable service users are best served by a well-trained and experienced in-house workforce who are familiar with their clients and who understand their challenging needs.

They expressed a view that quality and service standards will be compromised by unknown providers and that parents are feeling uneasy and appear to be generally opposed to the idea of having their child transported by unfamiliar suppliers of transport services in a process that they will have no say in.

The table below themes their numerous and informed responses;

<p>What does SNT offer to service users?</p>	<ul style="list-style-type: none"> -Consistent staff, with the same driver & escort, very important when transporting autistic passengers because it takes time to adjust and relate to adults -High level of trust from parents with good relations and we understand client needs -We are well trained e.g. health & safety, manual handling, first aid, drug administration, disability awareness, wheelchair trained, fire evacuation etc. -Constantly liaise with teachers, parents and SNT office staff to ensure a good service (“consultants don’t know the half of what we do”) -Special attention to clients when they are unwell and we know what to do if their health changes -We are CRB checked -Customised vehicles which are of the highest quality- all part of the ‘gold service’ we offer -We are rarely late and keep travel times down because long journeys can be uncomfortable for passengers
<p>What are the main concerns with SNT III and the outsourcing proposal?</p>	<ul style="list-style-type: none"> -Staff from external suppliers are usually untrained and are not aware of passenger needs -Drivers and escorts from some companies are usually untrained, unchecked and don’t know where they are going

	<ul style="list-style-type: none"> -The condition of vehicles is poor, they are not maintained to the same standard as in-house because we have specially adapted buses -Health and safety is compromised with some providers using wooden boxes for steps as opposed to fix steps on our buses -Cab drivers often turn up late, are never the same driver and are in such a rush to get to the next job pressuring the service user to get out of the vehicle -Cab drivers turn up on the wrong side of the road expecting the service user to walk across the road -Some vehicles are not suited to wheelchair users and do not have correct harnesses -How can you trust and rely on volunteers to operate safely and to the same standard as us? -Providers will cut corners on health and safety and standards will drop; I have seen it and have worked in private passenger transport
<p>Ideas to achieve savings or any alternative suggestions?</p>	<ul style="list-style-type: none"> -Cut down operational management team from 10 to 4 FTE (too many management staff, use standby staff to cover office) -Director and Service Manager position should be shared to cut costs as they are doing in many other London councils -Cut consultant fees -Cut agency staff, we can manage easily -Switch engines off when stationary to cut fuel consumption -Cut routes outside of borough -The Mobesoft routing system is not very efficient -Too many Shaftesbury buses and some are half empty, why? -We can provide Dial-a-Ride during parts of the day to generate income as their buses are always empty. Council should investigate receiving a portion of GLA grant -We could provide transport to and from Civic Centre when parking charges come in for staff

	<ul style="list-style-type: none">-Provide transportation for school trips, private hire, day trips, after school clubs in Brent etc-Charge cancellation fee to service users if they do not notify of change in good time-Minor scratches on buses should be polished out-Cut down purple paint costs on vehicles and return them to white livery – it was cheaper that way
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Section 4

Alternative approach to SNT III

Mutually advantageous option

The UNISON alternative seeks to mitigate the impact of SNT III on our members by retaining a greater proportion of routes in-house. It also protects Harrow Council from the financial risk of escalating route cost and achieves the Childrens SNT MTFs savings target.

Headline summary of the mixed provision alternative

- § **Externalise all 53 out-of-borough routes using SNT III Strategic Market Engagement realising full route savings without costs of TUPE/pensions & vehicle exit fees**
- § **Special Needs Transport to be the sole provider of Harrow routes**
- § **Promote and focus Direct Travel Payments and/or Independent Travel Training on external routes**
- § **Drivers & Escorts to be reallocated to remaining Harrow routes in the release of agency staff and vacant posts and the opening of a Voluntary Severance/Redundancy scheme for those staff who wish to leave**
- § **Reduce fleet size by releasing 8 short term hire vehicles utilising long lease vehicles to maximum capacity liberated from phased externalisation process**
- § **Leaner management team focusing on Service Improvement medium to long term**

Using the headlines above, the UNISON alternative will be explained in turn below;

1. Externalise 53 out-of-borough routes using SNT III Strategic Market Engagement realising full route savings without costs of TUPE/pensions & vehicle exit fees

This model adapts SNT III by endorsing the 30-50% route savings projected in the Future Cost Control element. The difference between the UNISON model and SNT III is that market engagement and development would apply to external routes only and would not include TUPE and vehicle exit fee costs achieving the full potential of the savings predicted.

Careful analysis of 2013-14 estimated route cost data has shown a potential annual saving across the 53 external routes to be in the region of approximately £353k or a 30% reduction on current route cost. For example, 16 routes without TUPE/pensions (driver & escorts) and vehicle exit fee costs providing services Mon-Friday would achieve £244k saving alone.

2. Special Needs Transport to be the sole provider of Harrow routes

Branch analysis has shown that the provision of out-of-borough routes are proportionately more costly than those routes in borough if the allocation of long lease vehicles and 'dead-mileage' time wasted on unproductive return journeys is taken into account.

According to estimated route cost data for 2013-14, external routes account for 38% of the overall SNT Childrens budget. The UNISON route provision proportion equates to a 58% in-house and 42% external route provision mix. SNT would focus on Harrow routes over the MTFs budget period, assisting to mitigate the highly unpredictable nature of annual service

demand and seeking to improve the service so that it can benchmark itself with other providers in the borough to be the Council's preferred Harrow route supplier.

3. Promote and focus Direct Travel Payments and/or Independent Travel Training on external routes

The Direct Travel Payments & Independent Travel Training components of SNT III's 'Demand Management' element should be focused on users who travel externally on longer journeys. This process would involve parents and carers and be regularly reviewed, including the safeguards aforementioned, with the aim of reducing transport costs and taxi journeys on these routes.

4. Drivers & Escorts to be reallocated to remaining Harrow routes in the release of agency staff and vacant posts and the opening of a Voluntary Severance/Redundancy for those staff who wish to leave

Analysis has shown that the service has sufficient absorption capability to swallow staff in the reallocation of work through the release of 15-20 agency staff and in utilising the 28 vacant posts the service is carrying (NB- 28 FTE vacancy level is based on an estimate- there are currently 20 vacant posts at time of writing this report). Route scheduling takes place in August every year and given the demographic demand; new routes are historically added to the schedule effectively requiring more personnel to operate them.

Given the amount of change the service has experienced in recent years with SNT I and SNT II, several of our members have stated an interest in the application of Voluntary Severance or Voluntary Redundancy should the opportunity arise. UNISON believe its redundancy costs will be lower than projected in SNT III but it is prudent to account for a potential severance and redundancy budget. If this cannot be corporately funded, the UNISON approach over delivers the MTFs savings target by £275k which should be sufficient to cover any potential severance/redundancy costs.

5. Reduce fleet size by releasing 8 short term hire vehicles utilising long lease vehicles to maximum capacity liberated from phased externalisation process

Releasing 53 external routes to the open market will free the 11 long term lease vehicles to be utilised by either the Childrens and Adults operating side of SNT. Having these vehicles at service disposal will mean the release of 8 short term hire vehicles saving approximately £88k annually. The leased vehicles can be used to their optimum potential and capacity without the contractual obligation to pay Fraikin the vehicle exit costs as costed in SNT III.

6. Leaner management team focusing on Service Improvement medium to long term

A reduction of routes through outsource requires a leaner management team and would be compliant with operation management levels in other local authorities e.g. Camden Council provides 60 routes operating on 5 FTE's as is a similar arrangement in Tower Hamlets.

This proposal releases one MG post and one operations post equating to a saving of £106k. This serves to protect frontline services and seeks to comply with the council's spans of control criteria, requiring a reorganisation using the Protocol for Managing Organisational Change. The new operation team configuration would plan for Service Improvement using best methods employed by other key, high performing in-house services as mentioned above.

A summary of the financial benefits are detailed in the table overleaf.

Financial benefit table of UNISON alternative

Saving description	Estimated actual saving
SNT III (estimated external route (53) savings without TUPE & vehicle exit release costs)	£353,042.25
Operational staff release costs	£106,002
Agency staff release costs	£173,625.40
Release of x8 spot hire vehicles	£88,000
Consultants fees	£95,000
Total savings	£815,669.65
MTFS savings target	£540,000
Over delivery total	£275,669.65

Section 5

Benefits and identified risks of UNISON mixed provision approach

Benefits

There are numerous financial and non-cashable benefits if a greater proportion of routes remain in-house through the UNISON mixed provision alternative. The first table below outlines the benefits of adopting this model with an explanation for each one.

The second table records the risks of this approach and a consideration of mitigating actions to address these risks.

Benefit	Reason
Reduces cost of SNT III	<p>SNT III makes no attempt to estimate the true cost of TUPE. As demonstrated, the inclusion of TUPE/pensions swallow predicted savings and could cost the local authority more per route after outsource.</p> <p>In times of austerity, Harrow Council can ill-afford the undisclosed costs of a badly envisaged privatisation exercise or suffer a 10% drop on saving revisions after they have been externalised.</p> <p>Our approach retains a greater proportion of staff in-house thereby reducing the cost of external routes & vehicle exit costs realising the 30-50% savings as market tested in SNT III.</p>
Reduces contract monitoring costs	<p>UNISON believe SNT III grossly underestimates the cost of contract monitoring and compliance costs. The UNISON alternative increases external route provision by 20% which will mean less contract monitoring costs in the medium to long term.</p>
Retains an in-house service	<p>As conveyed by our members and staff working in SNT, there are many non-cashable and hidden benefits that are provided by retaining the SNT in-house service;</p> <ul style="list-style-type: none"> • Continuity in service provision- service users have a high level of trust in SNT escorts and drivers and are assured by their commitment and understanding of their needs which are at times complex and challenging. This level of knowledge and expertise cannot simply be transposed to a group of disparate private/charity/volunteer run service providers • The workforce is trained to a very high standard ensuring a duty of care to vulnerable children and adults committed to the public sector ethos

	<ul style="list-style-type: none"> • Although unmonitored SNT consistently delivers excellent customer satisfaction with minimal levels of complaints • SNT is highly flexible and adaptable to change already meeting the Personalisation agenda in Adult services and the demands of its customers • The service regularly goes the extra mile often undertaking extra work to ensure the efficient and safe transportation of service users and being responsive to needs
Democratic accountability	Harrow's elected Members will have a similar level of democratic control over an in-house service, responding to constituent and service user concerns without having to jump through contractor hoops and the contract monitoring/complaint process.
Political conformity	The mixed model approach (retaining 60% in-house) achieves the current Cabinet's objective which upholds and maintains the Labour Group's 2010 manifesto commitment to protecting in-house and frontline services.

Risks & mitigating actions

Risk	Mitigating action/s
30-50% external route (out of borough) savings are not realised and subject to a 10% downward revision 6-12 months after being externalised (as evidenced by current taxi routes)	Initiate independent appraisal of the market testing, analysis and feasibility of the SNT III savings realisation before routes are externalised (in accordance with UNISON recommendation page 20)
Routes, agency staff positions and vacancies are not proportionate to those escorts and drivers displaced by out of borough route externalisation.	Seek confirmation of exact vacancy total which should be approximately 28 by September 2013. Voluntary Severance scheme (funded corporately) would ease this pressure and route scheduling in August will give a clearer picture of personnel demand (NB- new routes are usually required and introduced further mitigating this risk)
Service users and their families are opposed to SNT III externalisation evidenced by public consultation.	Greater communication and engagement to convey to the public that this mixed-provision approach is the option that retains in-house services and the familiarity/consistency users expect. An adjusted proposal in the September Cabinet report demonstrates a Council that listens to its residents and service users as is required in a full Equality Impact Assessment.
Financial savings of mixed approach do not meet MTFs savings target.	The route savings will be independently analysed to confirm their validity. The other savings can be confirmed by the Childrens & Families Finance Business Partner.

Section 6

Conclusion & Recommendations

Summary

UNISON is opposed to full externalisation of the SNT service. The SNT III business case displays an appraisal bias in its recommendation that 100% outsource is the only way in which Harrow Council can meet central government's personalisation agenda and local saving targets.

UNISON have demonstrated that the mixed provision approach can achieve the £540k MTFs savings target by retaining a greater proportion of routes in-house without losing the expertise and significant non-cost benefits services users rightly expect. The UNISON approach reflects the regional picture of other London local authority transport services and reduces the financial risk of route escalation costs which we firmly believe will materialise if full externalisation over the 2-3 year phased period is implemented.

Recommendations

Below are a series of recommendations to be implemented by the SNT III Project Board, relevant Portfolio Holder/s and Cabinet. These recommendations address the very real issues UNISON have highlighted in this report and are as follows;

1. Independent scrutiny

An independent and external scrutiny organisation/individual is required to investigate the 30-50% route saving claims and existing market testing results, taking into consideration all costs identified including those related to the TUPE transfer of staff, pensions and vehicle exit fees. The scrutiny review should present its findings to all stakeholders and be included within the SNT III report for September Cabinet to inform Harrow Council's executive decision making body that its decision will be based on detailed and high quality cost/savings information.

2. Consultation findings

Full consideration of the results of the public consultation which may require adjustments and/or a whole-scale rethink of SNT III in regard to the proportion of routes externalised and project implementation.

3. Service Improvement Process (SIP)

Initiate a Service Improvement Process (SIP) of the Special Needs Transport Service before routes are outsourced, allowing the service time to adapt and improve to reach the standard of similar high performing in-house services such as Tower Hamlets and Camden council's who benchmark their routes with the private sector and other suppliers.

4. Demand Management & Independent Travel Training (ITT) safeguards

Council should note UNISON's caution in the expansion of ITT and other personalised travel arrangements allowing sufficient safeguards to accept the varying day-to-day needs and conditions of individual service users with the option of individuals to re-access SNT services should their needs change. Regular and periodic reviews involving parents and carers are required to ward off the potential safeguarding risks.

5. Adoption of UNISON mixed-provision approach

On the basis of the findings of independent scrutiny in recommendation 1 above, UNISON recommend adoption of our mixed provision approach, recommending that all external out of borough routes are outsourced and that staff are retained in-house in accordance with our alternative model.

6. Equality impact

Revise the current Equality Impact Assessment to assess the impact of the mixed provision approach taking into account the results of the staff and service user consultations.

This report has been written without the benefit of any additional trade union facility time and given the nature of its findings Harrow UNISON LG Branch request a full and comprehensive response, and if accepted, further commitment and engagement to make this alternative a reality.

Appendix 1

UNISON branch survey of transport service arrangements across London boroughs				
London Borough	In-house	Mixed Provision	Outsourced	Comments/Notes
Barking and Dagenham	In house			
Barnet		60% Outsourced & 40% in-house		
Bexley			Outsourced	Staff managed by private company but still council employees.
Brent		90 routes outsourced		
Bromley			Outsourced	
Camden	In house			Camden Council reviewed transport 2 years ago finding that there wasn't a mature provider to provide the quality and level of service currently provided in-house. Have achieved key performance indicators for customer service.
City of London			Outsourced	
Croydon			Outsourced	
Ealing			Outsourced	
Enfield			Outsourced	
Greenwich			Outsourced	
Hackney		50% in house and external		
Hammersmith and Fulham	No response			
Haringey			Outsourced	
Harrow	In house			
Havering	In house			
Hillingdon		90% outsourced		
Hounslow		68% outsourced		
Islington	In house			
Kensington and Chelsea			Outsourced	
Kingston upon Thames			Outsourced	
Lambeth			Outsourced	
Lewisham	In house			
Merton	In house			
Newham	In house			
Redbridge	In house			
Richmond upon Thames	In house			
Southwark			Outsourced	
Sutton			Outsourced	
Tower Hamlets	In house			
Waltham Forest			Outsourced	
Wandsworth			Outsourced	
Westminster	No response			
Total	11	5	15	

REPORT FOR: CABINET

Date of Meeting:	12 September 2013
Subject:	Community Safety Plan
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Portfolio Holder:	Councillor Asad Omar, Deputy Leader and Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Enclosures:	Appendix 1 - Community Safety Plan Appendix 2 - EqIA Appendix 3 - Reference from O&S Committee

Section 1 – Summary and Recommendations

This report sets out suggested key community safety priorities in response to both the Strategic Assessment of crime in the Borough and the ambitions for the Police set by the Mayor’s Office for Policing and Crime.

Recommendations:

Cabinet is requested to recommend the Community Safety Plan to Council for adoption.

Reason: (For recommendation) To comply with Section 6 of the Crime and Disorder Act, 1998.

Section 2 – Report

Introductory paragraph

The Community Safety Plan shows how the Council and partners will work together to reduce crime and anti-social behaviour and make progress to making Harrow the safest borough in London.

Options considered

None as the Council is obliged by the Crime and Disorder Act 1998 to devise and adopt a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment).

Background

Safer Harrow, the Community Safety Partnership, oversees the production of an annual strategic assessment of the crime and anti-social behaviour levels and patterns and the development of a Community Safety Plan that is informed by that Strategic Assessment.

The Strategic Assessment showed that the crime patterns in Harrow have been largely unchanged over a number of years although there are variations in the respective levels of the main crime types highlighted. Because of the continuing nature of criminal activity, many of the services offered to victims and, for example, perpetrators with a substance misuse issue, need to continue. The Plan does not provide much detail of these underlying continuing services and instead focuses mainly on the newer initiatives aimed at reducing offending and re-offending, improving community safety and increasing community involvement and satisfaction. Details of continuing service provision are available in commissioning plans notably in public health.

The local response to crime is a partnership effort with organisations supporting each other through shared information, targeting services to areas of higher risk and providing community reassurance. The public generally look to the Police for the lead, certainly in the case of addressing the crimes with the most public impact which are included in the Plan as the MOPAC 7 offences. Each partner organisation has and/or is developing operational plans that give greater detail of how their efforts will add to the community safety objective of making Harrow the safest Borough.

In recent years, the Community Safety Plan has grown to a fairly lengthy document which actually repeated much of the information that is contained in the Strategic Assessment. This year, the opportunity has been taken to replicate a model used back in 2008 to summarise the information in a more accessible form and to present it to members reducing duplication and helping to focus on the strategic ambitions and actions.

The other major influence on the Community Safety Plan is the Mayor's Police and Crime Plan 2013-16 which has set three overarching and testing targets for the Police –

- reducing key crime types by 20%;
- increasing public confidence in the Police by 20% and
- reducing expenditure by 20%

all within the life of the Plan. These significant London-wide targets have been balanced with the local priorities identified through the Strategic Assessment to give the proposed shape and direction to Community Safety activities.

As always with three year plans which are due to be refreshed annually in the light of new information and a fresh Strategic assessment, there is much less detail and active planning in relation to the second and third years of the Plan period. However, as the Mayor's headline targets will remain in place to 2016 there is a greater than usual degree of stability to the framework set out.

Also, Safer Harrow has been successful in obtaining funding from the Mayor's Office for a range of projects concerned with reducing burglary and robbery; increasing the efficiency and effectiveness of action to address anti-social behaviour; tackling drug use; reducing re-offending and addressing aspects of domestic violence. This funding is, in principle, available for four years and has also contributed to developing a settled direction and priorities.

When a Community Safety Plan has been approved, it will be publicised to help increase public support for the actions that the partners have agreed to take, gain further assistance from the public in meeting the targets it contains and help reach the public confidence targets set by the Mayor. As well as press coverage, each organisation will include the Plan on its website.

Legal Implications

Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities (chief of police, fire & rescue authority, probation service, PCT and Local Health Board) has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area.

In formulating the strategy, the partner authorities must have regard to the police and crime plan for the area.

Under Regulations, the partner authorities must set up a strategy group who are collectively responsible for preparing strategic assessments and preparing and implementing the partnership plan. The partnership plan shall set out the following:

- (a) a strategy for the reduction of re-offending, crime and disorder and for combating substance misuse in the area;
- (b) the priorities identified in the strategic assessment prepared during the previous year;
- (c) the steps considered necessary for the responsible authorities to take to implement the strategy and meet those priorities;
- (d) how the strategy group considers the responsible authorities should allocate and deploy their resources to implement that strategy and meet those priorities;
- (e) the steps each responsible authority shall take to measure its success in implementing the strategy and meeting those priorities;
- (f) the steps the strategy group proposes to take during the year to comply with its obligations in respect of community engagement, considering the extent that people in the area can assist in reducing re-offending, crime and disorder and substance misuse, and publicising that partnership plan.

Under s.17 of the above Act, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

Financial Implications

All of the work identified in this plan to be undertaken by the Council will be funded from existing budgets and approved grants.

Performance Issues

The Council's Corporate Performance scorecard references residential burglary and repeat incidents of domestic violence as indicators both of which are priorities within the draft plan.

Environmental Impact

None

Risk Management Implications

The projects referenced within the Community Safety Plan and particularly those funded by MOPAC grants, will be added to the relevant service Risk Registers

Equalities implications

An Equality Impact Assessment has been conducted.

The Community Safety Plan is based on an analysis of crime reports in the previous period and highlights the areas that need the most attention. The

Plan for 2013-17 prioritises the “MOPAC 7” high volume/high public impact crimes of Burglary, Violence with Injury, Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour, Domestic Violence and reducing reoffending. The aim is to make Harrow the safest Borough in London within the timescale of the Plan which will require a reduction of almost 2,500 crimes a year against a total for last year of 11,615. Reducing crime benefits all residents of the Borough either directly, by reducing victimisation, or indirectly by lowering the fear of crime.

The Strategic Assessment has highlighted in a number of cases the protected characteristics of the most likely groups to be affected by crime such as young men who are at most risk of robbery and that the age of victims seems to be decreasing with a significant increase in victimisation the 11-15 year old group. At the same time, the age of suspects is also predominantly young.

Older people are at comparatively low risk of being the victims of crime.

Domestic violence continues to be a higher proportion of crime in Harrow than in any other London Borough and the victims are predominantly women. As well as the continuing efforts to support victims, there is a new project to promote healthy relationships in adolescents which it is hoped will have a long-term impact on the prevalence of domestic and sexual violence.

Corporate Priorities

The Community Safety Plan directly addresses the Corporate Priority

- Keeping neighbourhoods clean, green and safe.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 27 August 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 September 2013		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap



Divisional Director
Strategic
Commissioning

Date: 2 September 2013

Section 5 – Environmental Impact Officer Clearance

Name: Saeed Atlas



on behalf of the
Corporate Director
(Environment &
Enterprise)

Date: 3 September 2013

Section 6 - Contact Details and Background Papers

Contact: Mike Howes, Service Manager, Policy and Partnerships, 020 8420 9637

Background Papers:

Strategic Assessment October 2011 – September 2012

http://harrowhub/downloads/file/4672/strategic_assessment_2011_2012

Police and Crime Plan 2013-2016

<http://www.london.gov.uk/sites/default/files/PoliceCrimePlan%202013-16.pdf>

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

NOT APPLICABLE

*[Call-in does not apply as the
decision is reserved to Council]*

<p>Welcome to Harrow's Community Safety Plan covering the three years 2013/14 to 2016/17.</p> <p>Community safety is not just about crime; it refers to all actions that can cause harm to communities. This includes environmental and pollution issues, substance misuse, domestic violence and child and adult safeguarding. These issues are often related and require collaborative working across the Partnership.</p> <p>However, crime is the most people's immediate thought when the topic "community safety" is raised. The Metropolitan Police have been set three targets by the Mayor of London over the period to 2015/16. These are:</p> <ul style="list-style-type: none"> • Reduce the number of key crimes by 20%; • Increase public confidence in the Police by 20%; and • Reduce spending by the Police by 20%. <p>Each of these targets alone would be testing and so, together, they represent a significant challenge to the Police in London. However, the right action to achieve any one of the targets can support progress towards the others.</p> <p>The key crimes are burglary, vandalism, theft of, and theft from motor vehicles, violence with injury, robbery and theft from the person. These seven crime types cause considerable public concern. Reductions in the number of these crimes will lead to a decrease in the fear of crime and promote confidence in the Police. Falling crime figures, combined with economies in back office and estate costs, will help meeting the financial target.</p> <p>The crime reduction targets apply to London as a whole rather than each Borough. Although Harrow has the third lowest amount of crime as measured by reported offences per thousand population, it will still be expected to contribute to the overall reduction target. Partly for this reason, although mostly because of the anxiety and concern it causes, we have identified residential burglary as our highest priority crime. Residential burglary accounts for 14% of the Borough's total crime, a higher percentage than any other Borough. If the Borough is to make a significant contribution to the crime reduction target for London, residential</p>	<p>burglary needs to be prevented, detected and controlled.</p> <p>Despite the spending reductions, the number of Police Officers on Harrow's streets is actually going to increase over the next three years compared with 2011 numbers by an additional 46 within the Safer Neighbourhood Teams and an additional 30 within other teams. This will increase the overall Police Officer establishment from 416 to 492. This will also help increase confidence in the Police.</p> <p>The final part of the target relating to public confidence in the Police is usually considered to be driven by effectiveness in dealing with crime, engaging with the community, fair treatment and alleviating local anti-social behaviour. If the crime reduction target is met, this will make a major contribution towards achieving the confidence target. The engagement and anti-social behaviour drivers are issues where the work of the partners in Safer Harrow, our local Community Safety Partnership, is crucial in giving you confidence that Harrow is and will remain a safe place and that, if problems do arise, they will be dealt with effectively and quickly.</p> <p>Locally the Police, with support from their partners, have agreed to aim to make Harrow the safest borough in London. The Borough Commander said in launching the initiative "We will achieve this by monitoring crime trends and gathering information in relation to criminal activity and those committing crimes and by using a number of different tactics and technology available to us. We have two clear messages: We want to reassure the community that we are doing our very best to fight crime in Harrow and, we want criminals to know that, if they are intent on committing crime in Harrow, they will be arrested and face prosecution." The Community Safety Partnership will do everything it can to help achieve this ambition.</p> <p>The Council has had to make savings for six years in a row now and this is likely to continue for the foreseeable future. As far as possible, savings have been found through increasing efficiency and introducing new ways of working, better technology, providing services for, or buying services from, other local authorities to achieve economies of scale and contracting with private and</p>	<p>voluntary sector providers. This has allowed front line services that support community safety as well as other priorities to be protected as far as possible. This is likely to become increasingly difficult in the years to come and so, although this Plan covers 2013/14 to 2015/16, there is little detail about particularly the third year. Nonetheless, keeping Harrow safe remains one of the Council's priorities and one which will we do as much as possible to fulfil.</p> <p>In the coming year, we are working to establish a single virtual Anti-Social Behaviour Team that will combine information held by the Council, the Police and some social landlords to ensure that risk and repeat victimisation is identified quickly and effectively and so that reports of ASB made to different organisations are shared to eliminate duplication and decide on the most appropriate action.</p> <p>The Council and relevant Partners have put a lot of effort into safeguarding children and young people' to promote their welfare and protect them from harm – as this is everyone's responsibility. Everyone who comes into contact with children and families has a role to play.</p> <p>Also, Harrow Council and its partners totally condemn any form of abuse of vulnerable adults. Whilst it is recognised that the vast majority of carers (paid or unpaid) provide excellent care to those they look after, it must also be acknowledged that abuse can be perpetrated by anyone. This can include paid workers or professionals (those in a position of trust), partners, family carers, relatives, friends or strangers. In recognition of these facts, Harrow's Local Safeguarding Adults Board (LSAB) works to co-ordinate the multi-agency responses to adult at risk and has agreed a vision and a set of core principles and values for the Borough: "Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business"</p> <p>There has been a lot of publicity about fire station closures elsewhere in London but, locally, there are no proposals to reduce the fire service's capacity to keep Harrow safe. The future for some fire stations and the distribution of appliances is the subject of court proceedings but all of the plans include adding a second appliance to the Stanmore Station and</p>	<p>retaining all other facilities. Changes to rotas and staff numbers, however, are part of the contested plans and may impact on the capacity of the Fire Service locally to maintain their current level and pattern of engagement.</p> <p>The Justice Secretary announced plans for the future of the Probation Service late last year which, if implemented, will impact during the timescale of this plan. The plans include extending the scope of management of offenders to include those sentenced to imprisonment for less than 12 months – a group previously excluded from the scope of the Probation Service – but for the majority of medium and low risk offenders to be supervised by private and voluntary sector organisations. Increasing the scope of supervision should help to reduce re-offending although organisations new to this area of activity may take some time to develop their offer.</p> <p>The Public Health function returned to local government in April 2013. From a community safety viewpoint, public health is concerned with the provision of substance misuse services (drugs and alcohol) and in some of the Violence Against Women and Girls work.</p> <p>Voluntary and community sector provide a wide range of services that contribute a significant amount to the community safety agenda. Our main providers of substance misuse services are charities, many community organisations work to support people affected by domestic violence. We know that anyone can be affected by community safety issues but there is a voluntary sector organisation devoted to supporting pretty much everyone when they need it.</p> <p>Things you can do to help</p> <ul style="list-style-type: none"> • Report anti-social behaviour and crime • Don't leave items on display in vehicles • Make sure you lock your vehicle • Lock your home (doors and windows) when it is empty • Ask for a SmartWater Kit to protect your property • Make your home look occupied even if it is not by using time switches to make lights and a radio come on
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- Arrange a free home safety check and install and maintain a smoke detector
- Become a Neighbourhood Champion
- Become a Metropolitan Police Special Constable or a Police Volunteer
- Get involved with your Safer Neighbourhood Panel
- Learn the signs that young people might be involved in a gang or using drugs
- Tell the Council or the Police if you have concerns about the welfare of a child or young person

Aspect	MOPAC 7							Local Priorities		MOPAC Target		
	Burglary	Violence with injury	Vandalism (criminal damage)	Theft from the person	Robbery	Theft of a motor vehicle	Theft from a motor vehicle	Anti-social behaviour –	Domestic violence		Reduce Re-offending – IOM Cohort	
Benchmark	2513	962	1244	325	644	270	1614	13,445	1197	Average reoffending rate – 52% in year 1	74%	
Target %	-5%	-6%	-3%	-8%	-5%	-1%	-7%	5%	No change	-10%	Maintain as above London average	
Target number	2387	904	1207	299	612	267	1501	12,773	1197		74%	
Focus	London wide target: Reduce the MOPAC 7 crimes by 20% by 2016											
Actions	Ensure that all Police processes for detecting crime and securing convictions are operating as effectively as possible so that all possible convictions are secured							Identify case management system to be used by all relevant agencies		Implement MARAC Improvement Plan	Improve take up of Substance Misuse Treatment and other interventions	Publicise improving crime reduction statistics
	Continue and improve data sharing and intelligence functions to provide the best possible information about those who commit crime, where and when crime is likely to be committed to inform the deployment of Police Officers to the best effect							Agree target timescales for interventions		Refresh VAWG Strategy	Consider targeted “test on arrest” scheme to identify offenders who might benefit from substance misuse programmes	Improve public engagement in policing via Neighbourhood Champions, Council and other employees acting as eyes and ears and Re-launching Borough Beat
	Put in place prevention measures to make it more difficult to commit crimes, provide better protection from crime for residents and deter criminals from operating in Harrow							Prepare for introduction of new powers		Continue to use Perpetrator Programmes where appropriate and evaluate effectiveness	Improve the implementation of sanctions against individuals failing to attend mandatory drug assessment tests	Publicise increasing number of Police Officers available in Harrow
	Use CCTV capacity to support the detection of crime and to support prosecutions							Develop with LSCB a Gangs Strategy and implement it		Deliver the Harrow Shield Healthy Relationships programme		Publicise partnership working
	Continue Autumn Nights campaign to deter burglary. Renew publicity for Smartwater			Remind the public to be vigilant in areas of known pick-pocket activity	With assistance from MOPAC, personal alarms will be made available to individuals at risk of robbery	Provide better publicity for vehicle security measures including keeping valuables out of sight and locking vehicles whenever they are unattended		Support the Harrow Families First Programme				

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APPENDIX 2 - TEMPLATE 2 - 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? (Note: 'proposal' includes a new policy, policy review, service review, function, strategy, project, procedure, restructure)	The Community Safety Plan for 2013 -2017
Which Directorate / Service has responsibility for this?	Resources to co-ordinate; all to deliver
Name and job title of lead officer	Mike Howes, Service Manager, Policy and Partnerships
Name & contact details of the other persons involved in the EqIA:	
Date of assessment:	August 2013

Stage 1: Overview

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To set priorities for community safety activity over the years 2013-2017 so that the Council, the Police, the Health Service, voluntary and community organisations and others share a common direction of travel in relation to community safety.

1. 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)

The major priorities are the "MOPAC 7 " crimes; Burglary; Violence with Injury; Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour; Domestic Violence and reducing re-offending. The MOPAC 7 crimes have been identified by the Mayor as having the greatest impact on the public while ASB causes the greatest local concern, and domestic violence makes up a higher proportion of crime in Harrow than in any other London Borough. Reducing re-offending should help achieve these other crime reduction priorities.

The Plan also describes an aspiration to make Harrow the safest borough in London within the period covered by the Plan. If this is achieved, it will equate to a reduction of almost 2,500 crimes a year in

	Harrow.
2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?	Changes in the prevalence and types of crime and anti-social behaviour committed in Harrow; further and unanticipated changes to the resources available for community safety activity.
3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents of the Borough; the organisations represented at Safer Harrow, the Community Safety Partnership
4. Is the responsibility shared with another department, authority or organisation? If so: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? 	<p>The overall responsibility rests with Safer Harrow which comprises:</p> <p>Harrow Council Harrow Police Harrow Probation Service Harrow Fire Service The Mayor's Office for Policing and Crime Harrow Magistrates</p>
4a. How are/will they be involved in this assessment?	Safer Harrow has considered the strategic assessment which analyses crime and ASB trends and drew up the priorities contained within the Community Safety Plan. Had any adverse impacts been identified in this assessment, they would have been reported to Safer Harrow to consider changing the Plan
Stage 2: Monitoring / Collecting Evidence / Data	
5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc	(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)
Age (including carers of young/older	Victims of personal robbery are relatively young. Moreover, recent victims of personal robbery are younger

people)	than in previous years. In the previous year only 9% of victims were aged 11-15 years; this year 17% of victims were aged 11-15 years. The suspect profile is very young, with just under 60% of suspects under 20 years old. Between October 2011 – September 2012, 17% of robbery suspects were 15 years or younger, compared to 10% in the previous year.
Disability (including carers of disabled people)	No data on crime affecting this protected characteristic
Gender Reassignment	No data on crime affecting this protected characteristic
Marriage/Civil Partnership	No data on crime affecting this protected characteristic
Pregnancy and Maternity	No data on crime affecting this protected characteristic
Race	Racist offences fell by 8% in the most recent Strategic Assessment period to 180 offences, the seventh lowest of London's 32 Metropolitan Police boroughs Asians make up the largest category of victims of robbery, with 53% of all victims.
Religion and Belief	No data on crime affecting this protected characteristic
Sex/Gender	70% of victims of robbery were male. This is a substantial increase on the previous year, when just over 55% of victims were male. Younger victims are even more likely to be male. 92% of victims aged 11-15 years were male. For older age categories, the sex differences of victims decrease
Sexual Orientation	There were 22 homophobic offences in the most recent Strategic Assessment period, a decrease of five compared to the 12 months prior to this
6. Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment? Include this data (facts, figures, evidence, key findings) in this section.	At the end of the period covered by the strategic assessment, Harrow had the third lowest level of overall crime of London's 32 Metropolitan Police boroughs, with 61 recorded offences per 1,000 population. Compared to London as a whole, Harrow has a high proportion of residential burglaries and a low proportion of theft/handling offences. In other respects, the composition of Harrow's overall crime is similar to London as a whole. Harrow's level of residential burglary was slightly above the London borough average in the most recent year. However, 14% of Harrow's overall crime rate

was residential burglary. This is the highest proportion of any London borough			
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)			
<p>NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are unable to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be completed before progressing with the rest of the EqIA. Guidance on consultation/community involvement toolkit can be accessed via the link below http://harrowhub/info/200195/consultation/169/community_involvement_toolkit</p>			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. <i>(Also Include these in the Improvement Action Plan at Stage 5)</i>
In the three previous years, the residents panel was consulted on the outcomes of the strategic assessment to ensure that the statistical picture of Harrow drawn from crime reports echoed resident experience – which it did. As the crime pattern had not changed significantly for this year, the consultation was not repeated	Resident Panel questionnaire	That the understanding of crime in Harrow presented in the Strategic Assessment on which the Community safety Plan is based was an accurate representation of the public experience of crime. The data showing the groups most likely to be victims of specific crimes, suspects in specific crime types and the levels of fear of crime and confidence in the Police reflected the information in the strategic assessment.	The Community Safety Plan is based on the evidence contained in the Strategic Assessment which has, in previous years, been endorsed by the Residents Panel as an accurate account of the public experience of crime. As such, the proposals in the Community Safety Plan already address the most significant crime types
Safer Harrow	Debate at meetings of Safer Harrow	The proposals have been modified to reflect the advice and	

			expertise of Safer Harrow members	
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Stage 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?

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)	X		Reducing crime will reduce victimisation and young people make up a disproportionately large proportion of the victims of crime in Harrow	
Disability (including carers of disabled people)			Crime against Disabled People that is related to their disability is not separately recorded except in the Hate Crime category for which Harrow has the seventh lowest number in London.	
Gender Reassignment			Crime against Gender Reassigned people that is related to their reassignment is not separately recorded except in the Hate Crime category for which Harrow has the seventh lowest number in London.	
Marriage and Civil Partnership			There is no data on crime related to marriage of civil partnership	
Pregnancy and Maternity			There is no data on crime related to pregnancy and maternity	
Race			There were 180 Racist offences in the period covered by the Strategic Assessment. None of the priorities contained in the Community Safety plan directly impacts this form of criminality	
Religion or Belief			Crime against people related to their religion of belief is not separately recorded except in the	

				Hate Crime category for which Harrow has the seventh lowest number in London	
Sex	X			Males are much more likely than females to be the victim of crimes against the person with the exception of domestic violence. While not one of the MOPAC 7 crimes, Domestic Violence has been prioritised in Harrow as it forms a disproportionately large percentage of the borough's total crime reports. Reducing crime against the person will reduce the number of males as victims of crime and continuing to address domestic violence will reduce the number of female victims.	
Sexual Orientation				Crime related to sexual orientation is not separately recorded except in the Hate Crime category where there were 22 homophobic crimes in the period October 11 - September 12	
Other (please state)					
76					<p>Cumulative impact – Are you aware of any cumulative impact? 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.</p> <p>Example: A local authority is making changes to four different policies. These are funding and delivering social care, day care, and respite for carers and community transport. Small changes in each of these policies may disadvantage disabled people, but the cumulative effect of changes to these areas could have a significant effect on disabled people's participation in public life. The actual and potential effect on equality of all these proposals, and appropriate mitigating measures, will need to be considered to ensure that inequalities between different equality groups, particularly in this instance for disabled people, have been identified and do not continue or widen. This may</p> <p>The Community Safety Plan concentrates on the high volume/high impact crimes. There were 11,615 crimes recorded against the MOPAC 7 categories in the year to April 2013 in Harrow. A significant reduction in these crime types as envisaged in the Making Harrow the Safest Borough in London target will increase the safety and security of all residents although there are no specific new initiatives targeted at low volume/high impact crimes such as Hate Crime. Nonetheless, the cumulative impact of reducing high volume/high impact crimes will be positive for all residents.</p>

include making a decision to spread the effects of the policy elsewhere to lessen the concentration in any one area.			
<p>10. 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.</p> <p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc.)</p>			
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? <i>(List these here and include them in the Improvement Action Plan at Stage 5)</i>
<p>... 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)?</p>			
Yes			
No	X	X	X
<p>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)</p>			
<p>If 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</p>			

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 Improvement Action Plan at Stage 5*

Outcome 3 – 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. **(explain this in 12a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

12a. If your EqIA is assessed as **outcome 3 or have ticked ‘yes’ in Q11**, explain your justification with full reasoning to continue with your proposals.

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X

Stage 5: Making Adjustments (Improvement Action Plan)

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

Area of potential adverse impact e.g. Race, Disability	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress

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.

14. How will you monitor the impact of the proposals once they have been implemented? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 5</i>)	The Strategic Assessment is produced annually and the Community Safety Plan updated to reflect changing circumstances. Therefore, a change in the crime pattern affecting one or more protected characteristic will be highlighted early in the new financial year.		
15. Do you currently monitor this function / service? Do you know who your service users are?	Yes	X	No
16. What monitoring measures need to be introduced to ensure effective monitoring of your proposals? (<i>Also Include in Improvement Action Plan at Stage 5</i>)			
17. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 5</i>)			
18. Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.	No		

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>19. Summary of the assessment</p> <p>NOTE: 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>The Community Safety Plan is based on an analysis of crime reports in the previous period and highlights the areas that need the most attention. The Plan for 2013-17 prioritises the "MOPAC 7" high volume/high impact crimes of Burglary, Violence with Injury, Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour, Domestic Violence and reducing reoffending. The aim is to make Harrow the safest Borough in London within the timescale of the Plan which will require a reduction of almost 2,500 crimes a year against a total for last year of 11,615. Reducing crime benefits all residents of the Borough either directly, by reducing victimisation, or indirectly by lowering the fear of crime.</p>
<p>20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc</p>	<p>Council website</p>
<p>Stage 8 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group) The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</p>	
<p>21. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Resources ETG</p>
<p>Signed: (Lead officer completing EqIA)</p>	<p>Mike Howes</p> <p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>23rd August 2013</p> <p>Date:</p>

LONDON BOROUGH OF HARROW

CABINET – 12 SEPTEMBER 2013

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 23 JULY 2013

COMMUNITY SAFETY PLAN AND STRATEGIC ASSESSMENT

Members received a report of the Divisional Director of Strategic Commissioning which presented the draft Community Safety Plan for 2013/16 and the Strategic Assessment of crime and anti-social behaviour for 2012 which had informed the development of priorities and actions. The Plan would be submitted to Cabinet in September 2013.

The Chair welcomed representatives of the Borough Commander, Detective Chief Inspector Pete Stride and Sunil Galoria, Senior Intelligence Analyst, to the meeting. An officer outlined the content of the report advising that the form of the Plan was short and simple compared to previous years in order to avoid duplication of the content set out in the Strategic Assessment. In his view the most significant issue of note was that the pattern of crime in Harrow changed little year on year and that Harrow had 1,100 burglaries above the level of the safest borough in London. The new Borough Commander's ambition was for Harrow to be the safest borough in London.

Members then asked questions and made comments as follows:

- The distribution of SmartWater kits appeared to be a little haphazard and there needed to be engagement with residents. The officer reported that 13,000 kits were yet to be distributed and in hindsight a different distribution network may have assisted. It was, however, necessary for SmartWater to be used for a number of years before trends would be seen. DCI Stride reported that the expectation was that going forward recorded crime would reduce as a result of SmartWater but that there was, however, a need to manage expectation at the 'front door'. A crime unit had been established comprising 21 officers with a focus on burglary and robbery. It was important to note that it was not possible to stop burglars; they tended to move from one area to another.

Another Member questioned why the publicity of SmartWater had stopped and was advised that following the initial large take up of the kits there had been a decline and it might be that a fresh launch was required. DCI Stride added that the police were keen to actively discourage burglars and to engage with partners. In his previous borough of Brent, SmartWater had largely been a success due to the visibility of officers and visits to residents.

- In response to a question as to the profile of burglars and whether they tended to live in the borough, Mr Galoria advised that of those arrested 40% did not live in Harrow and 20% not even in London. Signs to deter burglars had been erected at the points of entry to the borough. Care and consideration was required in terms of the use of different languages in publicity.

- A Member requested clarification in that he had heard the Borough Commander report that Harrow had the third lowest level of overall crime in London on 4 occasions but that more recently he had reported Harrow as the seventh lowest. Mr Galoria advised that the Borough Commander's chosen measure for comparison with other Boroughs was the total number of crimes committed across the MOPAC (Mayor's Office for Policing and Crime) 7 crime types. Previous league tables had been based on the total number of crimes per thousand population. These different measures explained the difference in reported league table position.
- In responses to a Member's question in relation to youth on youth crime in the vicinity of schools, it was confirmed that this was not a huge issue.
- A Member commented that domestic violence did not appear to be addressed in the plan. DCI Stride advised that the priority of burglary had been set by MOPAC. In terms of domestic violence, consideration was being given to the purchase of cameras for officers in order for court action not to be so reliant on the victims, who were often reluctant to pursue prosecution. The officer added that domestic violence was a priority in the Community Safety Plan and that Harrow, due to its low crime levels, had the highest proportion of domestic violence in London.
- A Member questioned whether environmental health and food safety should be included in the plan. The officer advised that whilst he had hoped to include these issues as well as trading standards and potholes, it had not been possible this year because of late changes to accommodate the MOPAC plan and new Borough Commander's priorities. He hoped that these areas could be included in future plans.
- A Member expressed the view that retaining public confidence in the police would be a challenge in light of the spending review and different wards had different issues. The officer advised that the confidence in the police service related to fairness, civility and solving crime. A reduction in crime would result in more time to engage with the community. SmartWater distribution had resulted in 27,000 interactions with the public. DCI Stride advised that a quality call back process was in place. In terms of wards, Members were advised that limited resources had to be targeted effectively.
- With reference to the Harrow Police and Community Consultative Group (HPCCG), clarification was sought as to their funding situation and what measures were being taken to engage with community groups. The officer advised that HPCCG had lost its funding earlier than other CCGs in London as MOPAC felt it had not been performing the functions required. MOPAC was launching Community Safety Boards but it was currently unclear whether the HPCCG would be part of this. In terms of engagement with community groups, a number of voluntary groups had contributed to the Plan and had made valuable contributions including Mothers against Gangs and IGNITE. As the grants budget was reducing, it would be helpful if such groups could align themselves with the police.

- In response to a request for clarification on the purpose of Harrow Shield relationship project, the officer advised that it was funded by the Mayor and aimed to teach young people in schools about healthy relationships. It was a long term investment with the aim of reducing domestic violence.
- A Member stated that he was unhappy with the format of the plan as there was no baseline data, it was unclear what was to be delivered, by when and how it was going to be measured. It would also be helpful to have a recap of the previous year's targets to see if they had been met. In his view there was no other way of determining whether the Borough Commander was doing a good job. The officer undertook to look at these areas prior to the plan's submission to Cabinet.

The Chair thanked DCI Stride, Mr Galoria and the officer for their attendance and responses. He suggested that Members give some consideration as to how the Plan and Strategic Assessment could be scrutinised more regularly.

RESOLVED: That the Committee's comments on the draft Community Safety Plan be forwarded to Cabinet for consideration.

FOR CONSIDERATION

Background Documents:

Draft minutes of the Overview and Scrutiny Committee – 23 July 2013

Contact Officer:

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REPORT FOR: **CABINET**

Date of Meeting:	12 September 2013
Subject:	Strategic Performance Report – Quarter 1
Key Decision:	No
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Portfolio Holder:	Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer and Corporate Services. Property and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 – Strategic Performance Report

Section 1 – Summary and Recommendations

This report summarises Council and service performance for Quarter 1 against key measures and draws attention to areas requiring action.

Recommendations:

That

1. Portfolio Holders continue working with officers to achieve improvement against identified key challenges;

2. Cabinet note the report and identify any changes it wishes to see in future reports

Reasons: (For recommendation)

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

Section 2 – Report

Introductory paragraph

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

Reporting Format

The Council's vision, corporate priorities and core outcomes are set out in the adopted [Corporate Plan for 2013-15](#). The Strategic Performance Report helps Members assess progress against the Plan, specifically the outcomes.

The Corporate Scorecard, which forms part of this report, has been redesigned to reflect the increased emphasis on outcomes for the resident and service user, i.e. what benefit or difference they will experience. It is a substantial revision, involving the removal of 66 measures and addition of 52 measures since last year's version, with 51 retained.

Since outcomes may change relatively slowly over time, more of the measures are annual or even biennial and therefore not updated each quarter. For simplicity, these will be shown only in the quarter in which they become available. Since the emphasis on measurement of outcomes rather than outputs is a change from previous years, there are not ready measures in all areas and the scorecard will continue to develop over time.

The report at **Appendix 1** provides the following content:

Council wide progress in the Quarter

Summaries of -

- Council-wide and Directorate progress in the Quarter

- Progress with major projects in the Transformation Programme
- Progress against the Council's Equality Objectives (from quarter 2)

Performance Summary for each Corporate Priority and the Efficient and Effective Organisation perspective

- Summary for key performance indicators on the Corporate Scorecard
- An analysis of progress against each red indicator in the "key challenges" section

Corporate Scorecard in full

Options considered

None.

Legal Implications

None specific.

Financial Implications

The Financial Implications are set out in the Appendix to the report.

Performance Issues

The report deals in detail with performance issues.

Environmental Impact

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

Risk Management Implications

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

Equalities implications

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

Corporate Priorities

The report deals with the delivery of all Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name:	Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date:	19 August 2013		
Name:	Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	27 August 2013		

Section 4 – Performance Officer Clearance

Name	Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Strategic Commissioning
Date:	16 August 2013		

Section 5 – Environmental Impact Officer Clearance

Name	Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date:	21 August 2013		

Section 6 - Contact Details and Background Papers

Contact: Martin Randall, Senior Professional, Corporate Performance and Planning, 020 8424 1815

Background Papers:

[Corporate Plan 2013-15](#)

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

NOT APPLICABLE

[Call-in applies]

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Strategic Performance Report – Quarter 1, 2013/14

Council-wide progress

Financial position

The 2013-14 quarter 1 revenue financial monitoring is reporting some early identified pressures to the revenue outturn position of £2.2m as detailed below. This represents a variance of 1.2% against the approved budget of £181.1m. This is not an uncommon position for the first quarter of the financial year. Budget holders are aware and corrective action is being taken.

- Resources Directorate (£0.250m) - customer services and legal savings behind schedule.
- Environment and Enterprise directorate (£0.720m) – public realm services savings not progressing due to the pause of the PRISM restructure.
- Community, Health & Wellbeing (£0.655m) – vacancy, agency and procurement savings plans still being developed and the delayed decision on the transfer of library services to another provider.
- Children and Families (£0.572m) – Teachers' Centre facing pressure on achieving income targets and Targeted Services additional demand for placements and referrals.

The Capital Programme has increased by £31m to £80.2m. The change mainly results from 2012-13 carry forwards and additional grant funding. The forecast variance as at quarter 1 is £1.178m resulting mainly from the slippage on the Headstone Manor and Tithe Barn projects due to the pending decision on Heritage Lottery funding.

The Quarter 1 budget monitoring report appears elsewhere on the Cabinet agenda.

Community, Health and Wellbeing

In **adults' services**, provisional 2012/13 benchmarking indicates strong comparative results for last year and improvements in most areas. In quarter 1, performance continues to be strong, e.g. the proportion of service users with a personal budget has increased from 74.5% to 81.4% since April. All in-house services have now been inspected by the CQC¹ in the past two years and the latest results maintain the Council's performance with positive inspections.

Changes to **mental health day services** were successfully implemented in June 2013. A 12-week consultation in relation to the future of **adult day services** was completed in May 2013 and a report made to Cabinet in July.

The development of **My Community ePurse** is now complete and acceptance testing, communications, training and delivery are pending.

A new specific **Reablement** service pilot is under way with 25 selected people, with the aim of reducing unnecessary ambulance call outs and hospital attendance by improved

¹ Care Quality Commission

integrated working. Harrow is also part of a North West London bid for Pioneer Status for **integrated working** between health and care services and the outcome of the bid is awaited.

New **affordable housing** opportunities are being progressed, with the approval by Cabinet in June of a package of measures, including development of new Council homes on existing sites and the start of regeneration feasibility studies.

Although numbers are growing, **homelessness** acceptances remain at relatively low levels. Effects are expected from the phasing in of the benefit cap in Harrow by the end of September. The **Grants2Move** scheme, enabling tenants to move on to other accommodation, launches in September.

Progress has been made on a potential capital grant of around £14 million to invest in a council housing **energy efficiency** programme.

The **Outdoor Sports Pitch Strategy**, approved in April 2013, will be followed by a substantial investment programme. The **Active People** interim survey shows a further increase in participation rates (19.1% to 19.3%).

Libraries have seen an increase in the number of visits and a decline in complaints since the new People's Network computers were installed in March and the **Arts Centre** has attracted higher attendances and increased income following changes in programming and marketing. New contracts for library and leisure management start on 1 September.

Harrow **Museum** has secured a Round 1 Heritage Lottery Fund award of £255K and initial support for a £3.6m bid for the 'Headstone Manor at the Heart of our Regeneration' project.

The safe and effective transition of **Public Health** to the Council was achieved on 1 April, with a good start in our new operating environment with Barnet Council.

Children and Families

The Children and Families Directorate is continuing with its work to improve the service quality and outcomes for children and families under its improvement plan, entitled the **Child's Journey**. The post-Ofsted improvement plan has been closed and the new improvement plan arises from self-evaluation, quality assurance activity (including external evaluation, staff and user feedback) and service improvement priorities.

The Child's Journey improvements have been informed by the strengthened **Quality Assurance** function in the Directorate, which has already driven changes in practice and identification of further key areas of focus.

A **review of thresholds** has already resulted in more cases going to court, an increase in numbers of looked after children and more cases coming to child protection conference, many of which result in a child protection plan.

For 2013-14, a **single assessment** has been introduced in line with the Munro recommendations and the focus on quality of social work practice is being supported with simplified systems and processes.

The rate of repeat **child protection plans** is down on the previous year, demonstrating the increased effectiveness of the child protection work and the higher numbers of court applications made. It is likely that we will continue to see sustained higher levels of assessments, child protection plans and children in care.

Harrow School Improvement Partnership has been commissioned to support improvements in the Children Looked After (CLA) **virtual school**. As we near the end of the academic year, attendance of CLA shows significant improvement on the previous year.

The implementation of the improvement plan for the **Youth Offending Service** continues and recent monitoring has shown significant improvement, particularly for assessments. There is work to do to ensure that the quality of plans is good and that timely visits are carried out. Most recent outcomes data shows that first time offending has dropped for Harrow. Reoffending and custody rates remain stable. Education, employment and training rates for offenders are below average and are a priority for improvement.

The **pupil population** in Harrow has been increasing and is projected to continue to do so. For September 2013, an additional 17 reception classes will open, including eight permanent expansions. It is proposed that a larger number of permanent expansions are brought forward across Harrow and that, subject to agreement by schools, the statutory process to permanently expand schools will commence in Autumn 2013 with an implementation date of September 2014.

Work on the **Families First** project is covered under *Transformation Programme*, below.

Children's Centres continue to deliver services to Harrow's youngest children through the hub and spoke model. Nearly 15,000 families have registered with our Children's Centres. 3,908 different Harrow families accessed Children's centre services from January - March 2013. 45% of these families live in the most deprived areas of Harrow. 75% of children attending during Quarter 4 were from Black and Minority Ethnic groups.

Recent analysis of crime and anti social behaviour around the **Cedars Youth and Community Centre**, following a joint initiative with Watford FC, has provided very encouraging results, showing a sizeable reduction when viewed across all crime types.

Environment and Enterprise

During Quarter 1 the **Xcite programme** helped 39 residents into work; Quarter 1 provision focused on residents supported by the Families First programme and residents affected by changes in benefits. The **Job Fair** in June was attended by 232 jobseekers and 20 exhibitors. The **Harrow, Ealing and Brent social care partnership** was established to develop a programme for apprenticeships in the care sector.

A number of **business support** events were held in Quarter 1 and the Stanmore Business Innovation Centre is now open and providing space for 11 new businesses. In the Town Centre the development of the **Business Improvement District** is progressing. Plans for the development of Bradstowe House, at the gateway to the town centre, were approved, and a public consultation was held on the development of a new public space for the town centre, supported by development on Lyon Road.

A number of **warmer homes and carbon reduction** projects, funded by the Department of Energy and Climate Change, have now been completed and work is continuing to deliver the Council's Delivering Warmer Homes Strategy.

The **Harrow and Wealdstone Area Action Plan, the Site Allocations Local Plan and the Development Management Policies Local Plan** were formally adopted by the Council and consultation began on three Supplementary Planning documents. Harrow's **Community Infrastructure Levy Charging Schedule** was approved by the independent examiner and will go to full Council in September, for implementation on 1 October 2013.

Four stakeholder events engaged over 150 residents and businesses in discussions about future **parking controls** in Pinner, Queensbury, North Harrow and Belmont Circle. A bid to the Mayor's Mini Holland (cycling) Project was made to the GLA in early July. Harrow Council was runner up in the London Road Safety Council Awards for "Outstanding Achievement in Road Safety Education, Training and Publicity".

It was anticipated that the **NI195 Street and Environmental Cleanliness** figures would suffer a dip in 2012/13 as new processes were introduced: however, the Q1 data shows a return to standards for fly posting, litter and detritus. It remains difficult to improve the figure for graffiti as most of the graffiti identified in the survey is on private properties where the Council's enforcement team can only advise the property owner.

The 2012/13 outturn figure for **recycling and composting** was 45%, a decrease which follows the general trend in London for high performing Councils. Composting tonnages are up whilst recycling tonnages are down. The latter is attributed to a reduction in paper and packaging waste which is thought to reflect the use of electronic devices for reading, the reduction in the size of newspapers and magazines and reductions in packaging. The predicted tonnage from flats recycling, which was introduced in 2012/13, was met. Overall the **total waste tonnage** per head of population is decreasing.

A conference for **Neighbourhood Champions** is planned for September and a programme is being formed in liaison with the Borough Commander. Responsibility for recruiting and managing neighbourhood champions is passing to the Directorate's new Community Engagement Team, which will give new focus to the work.

Resources

The number of **MyHarrow** accounts has now exceeded 38,000 (31,000 at quarter 4) and the proportion of web forms and web visits as a proportion of overall contact has increased to 68.8% in comparison to 61% in Q4.

Customer satisfaction with the One Stop Shop remains high at 96% despite reducing the "drop-in" service. **Waiting times** have reduced to 02mins48 and 93% of customers were seen in less than 15 minutes. The average **cost per transaction** in Access Harrow has decreased to £0.68 against a reduced target of £0.80. A significant increase in customers self serving through the telephone system and online has contributed. The changes brought about by **Welfare Reform** had a significant impact on the Contact Centre in April in particular, affecting answering times and abandonment rates, and has also affected benefit processing times but these have since improved. Resolution of enquiries at the first point of contact fell slightly to 87% but is still excellent.

The number of **residential burglaries** has shown a substantial fall and is well within target. It is also 17% below the Q1 2012/13 residential burglary total, better than the equivalent reduction in London as a whole. However, there has been a significant increase in **serious violent crime**, reflecting a more general increase in violence against the person offences since February 2013.

The **Harrow Help Scheme** was agreed by Cabinet and the Emergency Relief Scheme is operational. The Council is joining a voluntary sector consortium to deliver the web access for the Help scheme.

The **IT Transformation** continues to be behind schedule although there has been progress in the stability of the service, availability of systems and a number of areas of performance. There is a significant increase in the volume of Capita resources on site and Capita have given written commitment to a revised set of delivery dates.

The **Finance Transformation Plan** continues to progress well, with the majority of posts in the new structure filled, new Financial Regulations adopted and a new set of skills and capabilities for Excellence in Financial Management agreed.

Transformation Programme

This section provides progress updates on phase 2 of the Council's Transformation Programme.

Mobile & Flexible Working The project aims to deliver a tried and tested, scalable flexible working solution that will meet the Council's changing needs in the future. The recommended model and approach for implementation has been extensively reviewed internally and externally, in order to ensure that what is proposed in terms of the model, approach and technology represents current "best practice" and value for money. Legal & Governance have completed the New Ways of Working workshops and are developing an action plan. Housing are preparing for their move to Civic 1 in September. Initial discussions have also started with Children & Families.

Civic Centre Consolidation This project aims to optimise the Council's asset utilisation of the Civic Centre site, reduce revenue cost of current facilities and help to meet carbon reduction targets, by consolidating into Civic 1. Facilities Management are currently working with Housing to facilitate their move to Civic 1 and Access Harrow. Works to Civic 1 and 8 to accommodate staff from Civic 5 and 6 are being priced.

Modernising terms and conditions of employment The aim of this project is to develop a more modern and flexible set of Terms and Conditions to better meet the needs of the Council now and in the future. This project has completed and was formally closed in July with outstanding items transferring to normal business.

Co-Regulation Co-regulation aims to bring staff and residents together to jointly manage performance, give new weight to the views, assessments and priorities of residents, reduce the regulatory burden on housing providers by developing and increasing resident inspection and shift the focus of performance management and strategic decisions away from 'ticking boxes' for the regulator and onto the needs and priorities of residents. This project has now completed. Recommendations from the first tenant scrutiny review – on

the six week visits to new tenants – all fall within the purview of Resident Services and are to be implemented.

Families First – The Early Intervention Service in Children & Families is continuing to lead on implementation of the Families First project. The service has worked with 120 high need families under this programme (which is known nationally as ‘Troubled Families’) during 2012-13. The first report to DCLG² was made in July 2013. Additional families are being identified for intervention during 2013-14, with a further 200 families expected to be involved.

Towards Excellence

The former PRISM³ project has been incorporated into “Towards Excellence”, a wider Environment & Enterprise programme. New plans and structures are in development and technology roadshows and a technology design review with User Groups have started.

Cultural Strategy Review Delivery Phase This project will implement the actions from the Future of Cultural Services Review as approved at Cabinet in January 2012. Commissioning of library and leisure management was approved at Cabinet in June 2013. John Laing Integrated Services (JLIS) and Sport & Leisure Management Ltd (SLM) were appointed. Mobilisation and contract finalisation has started. Brent, Ealing & Harrow Cultural Partnership submitted a bid for £500k to DCLG⁴ Transformation Fund in July 2013 to cover the costs of implementing the transformation.

Heritage Lottery Fund has approved Round 1 funding of £250k for the Headstone Manor/Harrow Museum project. The Tithe Barn capital project has commenced, conservation architects have been appointed and initial investigation works commenced. New PCs have been installed for the People's Network in libraries. This is operating well but further work on server upgrade and installation of new Library Management System are on hold pending start of contract.

Parking Review This project comprises a review of parking charges across the Borough. Cabinet in June 2013 agreed the proposed on-street and off-street tiered charges and a pilot scheme in Rayners Lane to trial the 20 minutes free option. Implementation of the tiered charges is scheduled for November 2013. The outcome of the trial will be reported back to Cabinet in October 2013 for a decision on whether to proceed with borough wide implementation of the 20 minutes free option.

Cashless Parking (RingGo) This project is for the introduction of a Cashless Parking System in Harrow car parks, on-street Pay and Display, Resident and Visitor Permits and the Council is actively moving to reduce the amount of cash manually handled across the organisation. The on-street part of the project went live in July 2013.

Property Review This project focuses on rationalising property assets across the Borough, optimising the use of assets and delivering better value for money. Substantial progress is being maintained with the potential disposal of some key sites expected to deliver capital receipts in 2014/15.

Town Centre Regeneration including Outer London Fund 2 The project involves an integrated programme of public realm infrastructure improvements to enhance the vitality

² Department for Communities and Local Government

³ Public Realm Integrated Service Management

⁴ Department for Communities and Local Government

and viability of Harrow town centre and sustain its Metropolitan Centre status. A key part of the programme will be to deliver the projects for which funding has been awarded under round 2 of the Outer London Fund. Progress on the St Ann's Road project is good. Works programme is under constant review to ensure timely completion. Final designs for Lowlands Recreation Ground are being worked on. An outline design for St Johns Road has been agreed as a basis for public consultation.

Harrow & Wealdstone Intensification Area The Intensification Area project will provide a planning framework to deliver London Plan and Core Strategy policies and objectives - to focus a substantial proportion of Harrow's future housing and employment growth in that part of the borough that is most accessible to public transport and close to a wide range of amenities and facilities. This project is substantively complete, the Area Action Plan having been adopted on 20 June 2013.

Local Development Framework This project comprises delivery of the Statutory Development Plan (LDF) for Harrow. It includes technical studies and the Infrastructure Delivery Plan required to ensure the statutory development plan framework prepared by Harrow is found to be "sound". The purpose of the study is to identify the social and physical infrastructure and services crucial to the implementation of the spatial strategy set out in the Harrow Core Strategy. Aside from the West London Waste Plan, the LDF is substantially complete. Harrow has an up to date planning framework for the future growth of the Borough to 2026 that is compliant with the National Planning Policy Framework.

Special Needs Transport 3 This project will provide new services for customers and greater levels of independence to enable demand and cost to be managed for the current and medium-term. Proposals are in a separate report on the Cabinet agenda.

Payment Card Industry (PCI) This project concerns the implementation of the Capita Payment Management System to deliver compliance against the Payment Card Industry Data Security Standards. Evidence confirming the Council's compliance was passed to the bank in June. Some stability problems with Semafone⁵ are being resolved. The libraries kiosks will remain out of service until their transfer to new management (see *Cultural Strategy Review Delivery Phase*). Once the system is stabilised and the remaining problems resolved the project will be closed.

Corporate Equality Objectives

A review of supporting measures is in progress across Directorates and the first detailed report for 2013/14 will be given at Quarter 2.

⁵ Semafone provides secure voice transactions for contact centres and retailers taking Cardholder Not Present (CNP) payments.

Corporate Priority: Supporting and protecting people who are most in need

Performance Measures

A. Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Child Protection Plan for 2nd or subsequent time (within 2 years of last plan)	Revised 2013/14	Revised 2013/14	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period		HG	HG
			Note 1
Care leavers not in education, employment or training at 19	New in 2013/14	New in 2013/14	Note 2
The extent to which those with services for 12+ months (personalisation and LTT) had their care needs reviewed during the year	LG	LG	HG
Percentage of children with Child Protection Plan for over two years	Revised 2013/14	Revised 2013/14	HG
%age of children with Child Protection Plan seen by Lead Social Worker within timescales specified within the plan	New in 2013/14	New in 2013/14	Note 3
Stability of placements of Children Looked After	LG	HR	HG
Repeat referrals to Children's Social Care (within 12 months)	Revised 2013/14	Revised 2013/14	HG
Assessments completed within 35 days	HR	HR	LR

B. Families and individuals most in need are helped to access affordable housing, find employment and get out of or avoid poverty			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
The percentage difference between Harrow and the rest of London in respect of JSA claimants	LR	LG	LR
Number of affordable homes delivered (gross)	HG	LG	HG
Number of affordable family homes completed	New in 2013/14	New in 2013/14	HG
Total number of households to whom we have accepted a full homeless duty	HG	HG	HG

C. Harrow residents are supported to live as independently as possible			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Reablement - % of clients who do not receive ongoing social care following a reablement service	HG	HG	HG
Percentage of social care users taking up cash payment option (direct payment or personal budget) (of all clients and carers with substantial services).	LG	HR	HG
Percentage of social care users who receive self-directed support (of all clients and carers with substantial services)	HG	LG	HG
Council adaptations: average time taken from assessment to completion of works (weeks)	HG	HG	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	HG	HG	HG

D. Preventing, managing and improving mental health, particularly of young children and teenagers			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Adult Mental Health client data is included in relevant indicators in tables A and C. We are working with partners to develop further measures in this area.			

E. Maintain life expectancy in the borough, but reduce the health inequalities gap			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.	New in 2013/14	New in 2013/14	Note 4
Number of smoking quitters	New in 2013/14	New in 2013/14	Note 5
Number of eligible people receiving health checks	New in 2013/14	New in 2013/14	Note 6
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	New in 2013/14	New in 2013/14	Note 7

F. Reduce the gap between educational attainment of the more vulnerable and disadvantaged groups of young people and the general child population			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	HG	HG	HG
Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population	LR	HG	HG
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	HR	HG	HG
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	Termly, not Q1	HG	Termly, not Q1
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	Termly, not Q1	HG	Termly, not Q1
Termly rate of overall absence in primary schools (Not reported in Q1)	Termly, not Q1	LR	Termly, not Q1
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	Termly, not Q1	HR	Termly, not Q1

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	Latest figure available is for the period October 2011 to September 2012.	
Note 2	New measure. Provisional target is to be in the upper quartile for London. 2013/14 to be the baseline year.	
Note 3	New measure. Will report from Q2 2013/14.	
Note 4	New measure. Will report from Q2 2013/14. Latest figure is 73.3% for 2011/12.	
Note 5	New measure. Will report from Q2 2013/14. Latest figure is 915 for 2012/13.	
Note 6	New measure. Will report from Q2 2013/14. Latest figure is 5,928.	
Note 7	New measure. Will report from Q2 2013/14. Latest figure is 177 completions in 2011/12.	

Summary of key challenges

Assessments completed within 35 days (Children's)

From 2011-12 to 2012-13 there were increases of over 50% in the numbers of core assessments carried out by social workers and Section 47 investigations. Continued increase has been seen in the first quarter of 2013-14 with 69 new child protection plans, against an average of 12 per month in 2012-13, and 40 new children looked after (CLA), compared with an average of eight per month in 2012-13. The number of applications for court orders that Harrow has made for children over the past year has doubled, from approximately 20 to 40.

Comparison of 'front door' activity with statistical neighbours confirms that Harrow's assessment activity was comparatively low in previous years. The additional workload described has given rise to the necessity to create additional social work posts above establishment.

Within the social care workforce there continues to be a high number of agency workers but the recruitment campaign from February 2013 has been successful especially in attracting newly qualified social workers, but more work is required in relation to recruiting or developing team leaders and managers.

The percentage difference between Harrow and the rest of London in respect of JSA claimants

A difference of 0.1 of a percentage point from target as, while unemployment in Harrow has dropped, there has been a greater drop elsewhere in London.

Corporate Priority: Keeping neighbourhoods clean, green and safe

Performance Measures

A. The Council, residents & businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Improved street and environmental cleanliness, litter	LG	HR	HR
Improved street and environmental cleanliness, graffiti	HR	HR	HR

B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment			
Performance measures	2012/13		2013/14
	Q1	Q4	
Number of active park user groups, will be reported annually			

C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Number of residential burglaries	HG	HR	HG
Rate of proven re-offending by young offenders		LG	A
			Note 1
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)		HG	HG
			Note 2
Percentage of food establishments compliant with food hygiene law	LR	HR	LR
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	New in 2013/14	New in 2013/14	Note 3
Repeat incidents of domestic violence	LG	HG	R
			Note 4
Percentage of street lights functioning	New from Q3	LG	LG
			Note 5
Average time taken to repair street lights (days)	New from Q3	HG	HG
			Note 5

D. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Residual household waste per household (kg)	A	HR	HG Note 5
Percentage of household waste sent for reuse, recycling and composting	LG	LR	LR Note 5
Greenhouse gas emissions: '000s of litres of fuel used by Council vehicles			Note 6

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	Latest figure available, from the Police, is for the offending cohort April 2010 to March 2011.	
Note 2	Latest figure available is for the period October 2011 to September 2012.	
Note 3	New measure. Will report from Q2 2013/14. Latest figure is 177 completions in 2011/12.	
Note 4	As from 2013/14 target is a range as opposed to a single figure.	
Note 5	Latest figure available is for Q4 2012/13.	
Note 6	2013/14 to be the baseline year for the target.	

Summary of key challenges

Improved street and environmental cleanliness – litter and graffiti

The quarter 1 survey result for litter is one percentage point over target but an improvement over the previous year average. The worst performing land use type was Industry and Warehousing. The figure for graffiti was consistent with previous quarters but remains over target. The worst performing land use was alleys and small footpaths. Much of the graffiti is on private land and the owners' responsibility to remove and the same applies to some of the instances of litter. Discussions are in progress with the survey contractor to establish whether it is possible to report separately on areas which are the Council's responsibility.

Percentage of food establishments which are compliant with food hygiene law

All food establishments are required to be inspected; risk assessed and awarded a risk rating from high to low. The risk rating determines the period before the next inspection. Whilst high risk non-compliant premises are re-inspected as a matter of urgency, where the risk to public health is low, a lapse period of up to 18 months is allowed by the Food Standards Agency. These low risk premises technically remain non-compliant until the next inspection. In addition new premises are deemed non-compliant until the first inspection; therefore an increased number of new business starters reduces the percentage of food establishments which are compliant with food hygiene law. New technology due to be introduced this year should provide better management information in this area of enforcement.

Repeat incidents of domestic violence (NI 32)

The means of assessing performance status has been changed this year. The target is now an expected range of 28%-40%, based on national data, with good performance falling within these figures. The quarter 1 result of 15% is well outside this range. Whilst this could be a naturally occurring variance in what are small numbers, a possible implication is that the MARAC¹ is not picking up the number of repeat cases that is expected. The context is an increase of over 9% in recorded offences of Violence against the Person, within which Domestic Crime shows a 7% increase (financial year to July, 2013 against the same period in 2012). The effective identification of repeat cases by all agencies involved is covered by on-going training programmes delivered by the Violence Against Women and Girls Co-ordinator for frontline staff of the common referral agencies – the Council and the health service – and by the police for their own staff. This indicator will continue to be closely monitored.

Percentage of household waste sent for reuse, recycling and composting

(The figure shown under Q1 in fact relates to the previous quarter as there is a long lag in the release of figures from an external agency.)

Composting tonnages have remained constant. The drop in recycling is a continuing trend experienced by all high-performing boroughs across London over the last two years. It is thought to be due to a number of factors including a reduction in the weight of magazines and papers with less advertising; a continuing trend towards electronic delivery such as e-readers; and the success of a national agreement on reductions in packaging waste. The new Community Engagement Team will look at the practicality of a publicity campaign which will help residents identify what can be recycled or composted.

¹ Multi Agency Risk Assessment Conference

Corporate Priority: United and involved communities

Performance Measures

A. Increase participation in art, sport, leisure and cultural activities			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Participation in cultural services (composite measure)	New in 2013/14	New in 2013/14	A

B. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Percentage of 3rd party contracts that are let to local organisations	New in 2013/14	New in 2013/14	Note 1

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			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Percentage who agree the Council takes account of residents' views when making decisions, Involvement Tracker (bi-annual)	HG	Bi-annual	LG
Percentage who feel that they can influence decisions affecting their local area, Involvement Tracker (bi-annual)	LR	Bi-annual	LR

D. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Percentage of residents who agree that people get on well together in their local area, Involvement Tracker (bi-annual)		Bi-annual	LG
Equality of service provision (Adults)	G	G	G
The proportion of measures supporting the Corporate Equality Objectives that are achieved/on target	New in 2013/14	New in 2013/14	Note 2
%age of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months [of commencing employment]	New in 2013/14	New in 2013/14	Note 2

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	New measure. Will report from Q2 2013/14.	

Summary of key challenges

Percentage who feel that they can influence decisions affecting their local area

(Involvement Tracker, bi-annual)

This result has dropped slightly but the variance falls within the 3% statistical reliability limit of the survey.

Corporate Priority: Supporting our town centre, our local shopping centres and businesses

Performance Measures

A. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Vacancy rates in Town Centre	A	LG	LR
Percentage of 3rd party contract spend placed with local organisations	New in 2013/14	New in 2013/14	Note 1
Care leavers not in education, employment or training at 19	New in 2013/14	New in 2013/14	Note 2

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			
Performance measures	2012/13		2013/14
	Q1	Q4	
Number of affordable homes delivered (gross)	HG	LG	HG
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	HG	HG	LG

C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities			
Performance measures	2012/13		2013/14
	Q1	Q4	Q1
16 to 18 year olds who are not in education, employment or training (NEET)	HG	HG	HG

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	New measure. Provisional target is to be in the upper quartile for London. 2013/14 to be the baseline year.	

Summary of key challenges

Vacancy rates in Town Centre

There has been a small increase in the number of empty units in the Town Centre from 8.3% to 8.9%. Work to mitigate against vacancies includes the public realm improvements and the development of a Business Improvement District.

However, there was favourable coverage of Harrow on the BBC London TV news on 31 July 2013, which reported that Harrow Town Centre had low vacancy rates and that this was in itself an attraction to businesses.

Efficient and Effective Organisation

Performance Measures

Performance measures	2012/13		2013/14
	Q1	Q4	Q1
Percentage who agree the Council provides good value for money, Involvement Tracker (bi-annual)	LG	Bi-annual	HR
Percentage who feel the Council keeps them informed of services & benefits it provides, Involvement Tracker (bi-annual)	LR	Bi-annual	HR
Percentage of residents who are satisfied with the way the Council runs things, Involvement Tracker (bi-annual)	LR	Bi-annual	LR
Customer enquiries that should not have been necessary (percentage)	HR	LG	LR
The proportion of enquiries that were resolved at the first point of contact	LR	LG	LR
Tenant satisfaction with the housing repair and maintenance service (%)	LR	LR	Note 1
Total debt collected, at year to date, as a % of total debt raised	HR	LG	HR
Average debtor days, per quarter	HG	HG	HG
Percentage of Council Tax collected	LR	LG	LG
Variation in business rate yield	New in 2013/14	New in 2013/14	LG
Percentage of non-domestic rates collected	LG	LR	LR
Percentage forecast variation from net budget	A	HG	A
Percentage spend against budget - capital expenditure	New in 2013/14	New in 2013/14	HG
Time taken to process housing benefit and council tax benefit new claims and change events (days)	HG	HG	A
Proportion of web forms and web visits as a percentage of overall contact	LR	LG	LR
Average cost per transaction (£) (Access Harrow)	LG	HG	HG
Staff sickness - average days per FTE excluding schools	Note 2	Note 2	HR
Workforce with IPAD in last 12 months	LR	LR	HR
Accident incident rate	New in 2013/14	New in 2013/14	HR
Reportable injury frequency rate	New in 2013/14	New in 2013/14	LR

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	No survey carried out in Q1 2013/14.	
Note 2	Replaces the measure that included schools.	

Summary of key challenges

Percentage who agree the Council provides good value for money (Involvement Tracker, bi-annual)

This rating has gone down significantly, following the increase in Council Tax, particularly for socio-economic groups¹ C1 and C2.

Percentage of residents who are satisfied with the way the Council runs things (Involvement Tracker, bi-annual)

The decrease in satisfaction (3%) is within the limit of statistical significance of the survey but the trend over a year is downward. Responses are affected by a number of factors, and interrelate in particular with the “informed” and “value for money” ratings. However, dissatisfaction is at its lowest level ever and net satisfaction is the best for a year. More respondents are tending to indicate neither satisfied nor dissatisfied.

Percentage who feel the Council keeps them informed of services and benefits it provides (Involvement Tracker, bi-annual)

This has dropped significantly and follows on from rescheduling *Harrow People* to two months before the survey rather than immediately before. The Communications team is also reviewing the way in which the Council is reaching its residents, for example more on-street banners and new ways of providing the Council magazine.

Customer enquiries that should not have been necessary (percentage)

This measure is one percentage point over target. Changes in Welfare Reform have resulted in an increase in residents being required to pay towards their Council Tax bill for the first time. This has generated an increase in contacts whereby customers are receiving summons/reminders and are asking questions around Benefit allocation. Access Harrow alongside the Benefits team are pro-actively contacting customers affected to explain the changes.

Total debt collected, at year to date, as a % of total debt raised

£4.8m of the £8.3m debt outstanding relates to 15 large debts. (two of these debts totalling £3m were paid in July 2013).

Percentage of non-domestic rates collected

Slightly below target at 34.29% against 35% and lower than the same period last year. However, the profile is distorted by a greater number of tax payers opting for 12 monthly instalments rather than 10. The position is being monitored and a recovery plan is in place.

¹ C1 - Supervisory, clerical, junior managerial; C2 - Skilled manual workers

Workforce with IPAD (Individual Performance Appraisal and Development) in last 12 months

Performance has fallen markedly since quarter 4 and is significantly below target. HRD Business Partners are working with Directorates to identify causes and put in place remedial action.

Accident incident rate

Marginal increase but difficult to determine root causes as both incident numbers and employee numbers have fallen.

Reportable injury frequency rate

Marginal difference on previous year but difficult to determine cause due to low number of reportable incidents in Q1, both this year and in previous year.

Supporting and protecting people who are most in need

Full Scorecard: Quarter 1 2013/14

A. Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Child Protection Plan for 2nd or subsequent time (within 2 years of last plan)	Lower	Revised 2013/14						6.00%	4.2%	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	Lower		125		130	114	HG	114	106	HG
Care leavers not in education, employment or training at 19	Lower	New in 2013/14							34.6%	
The extent to which those with services for 12+ months (personalisation and LTT) had their care needs reviewed during the year	Higher	95%	96.3%	LG	95%	97%	LG	85%	94.10%	HG
Percentage of children with Child Protection Plan for over two years	Lower	Revised 2013/14						6.00%	4%	HG
%age of children with Child Protection Plan seen by Lead Social Worker within timescales specified within the plan	Higher	New in 2013/14						100%		
Stability of placements of Children Looked After	Lower	2%	1.95%	LG	11%	15.50%	HR	2.00%	0.50%	HG
Repeat referrals to Children's Social Care (within 12 months)	Lower	Revised 2013/14						15.0%	14.1%	HG
Assessments completed within 35 days	Higher	83%	69.0%	HR	83%	65.8%	HR	75.0%	71.8%	LR

B. Families and individuals most in need are helped to access affordable housing, find employment and get out of or avoid poverty

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The percentage difference between Harrow and the rest of London in respect of JSA claimants	Higher	1.6%	1.5%	LR	1.6%	1.6%	LG	1.6%	1.5%	LR
Number of affordable homes delivered (gross)	Higher	80	86	HG	275	278	LG	60	63	HG
Number of affordable family homes completed	Higher	New in 2013/14						6	8	HG
Total number of households to whom we have accepted a full homeless duty	Lower	30	25	HG	150	115	HG	45	33	HG

Supporting and protecting people who are most in need

Full Scorecard: Quarter 1 2013/14

C. Harrow residents are supported to live as independently as possible

Performance measures	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Reablement - % of clients who do not receive ongoing social care following a reablement service	Higher	72%	82.0%	HG	72%	78.0%	HG	70%	89.7%	HG
Percentage of social care users taking up cash payment option (direct payment or personal budget) (of all clients and carers with substantial services).	Higher	20%	20.6%	LG	39%	32.9%	HR	32%	37.2%	HG
Percentage of social care users who receive self-directed support (of all clients and carers with substantial services)	Higher	50%	62.5%	HG	70%	72.6%	LG	70%	84.7%	HG
Council adaptations: average time taken from assessment to completion of works (weeks)	Lower	35	31	HG	35	29	HG	33	20	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	Lower	35	17	HG	35	13	HG	30	11	HG

D. Preventing, managing and improving mental health, particularly of young children and teenagers

Performance measures	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
We are working with partners to develop appropriate measures in this area										

E. Maintain life expectancy in the borough, but reduce the health inequalities gap

Performance measures	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.	Higher							69%		
Number of smoking quitters	Higher							300		
Number of eligible people receiving health checks	Higher							1,650		
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	Higher							23.6%		

Supporting and protecting people who are most in need

Full Scorecard: Quarter 1 2013/14

F. Reduce the gap between educational attainment of the more vulnerable and disadvantaged groups of young people and the general child population

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	Lower	0%	0%	HG	0%	0%	HG	0%	0%	HG
Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population	Lower	15%	16.44%	LR	10%	8.50%	HG	12.0%	10.0%	HG
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	Lower	12%	14.0%	HR	12.0%	8.4%	HG	10.0%	9.5%	HG
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	Lower	Termly, not Q1			0.03%	0.02%	HG	Termly, not Q1		
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	Lower	Termly, not Q1			0.97%	0.61%	HG	Termly, not Q1		
Termly rate of overall absence in primary schools (Not reported in Q1)	Lower	Termly, not Q1			4.5%	4.73%	LR	Termly, not Q1		
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	Lower	Termly, not Q1			5%	5.68%	HR	Termly, not Q1		

Keeping neighbourhoods clean, green and safe

Full Scorecard: Quarter 1 2013/14

A. The Council, residents & businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Improved street and environmental cleanliness, litter	Lower	6%	6%	LG	6%	9%	HR	6%	7%	HR
Improved street and environmental cleanliness, graffiti	Lower	3%	6%	HR	3%	6%	HR	3%	6%	HR

B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target		RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status

Number of active park user groups will be reported annually

C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of residential burglaries	Lower	469	420	HG	475	600	HR	425	339	HG
Rate of proven re-offending by young offenders	Lower		33.4%		34.0%	33.0%	LG	33.0%	33.5%	A
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower		125		130	114	HG	114	106	HG
Percentage of food establishments compliant with food hygiene law	Higher	76%	74%	LR	76%	68%	HR	76%	71%	LR
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	Higher	New in 2013/14						23.6%		
Repeat incidents of domestic violence		25%	25%	LG	25%	5%	HG	28%-40%	15%	R
Percentage of street lights functioning	Higher	New from Q3			99%	99.4%	LG	99%	99.4%	LG
Average time taken to repair street lights (days)	Lower	New from Q3			3	1.45	HG	3	1.45	HG

Keeping neighbourhoods clean, green and safe

Full Scorecard: Quarter 1 2013/14

D. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residual household waste per household (kg)	Lower	135	136	A	135	153	HR	135	126	HG
Percentage of household waste sent for reuse, recycling and composting	Higher	50%	50%	LG	50%	46%	LR	50%	45%	LR
Greenhouse gas emissions: '000s of litres of fuel used by Council vehicles	Lower					183			172	

United and involved communities

Full Scorecard: Quarter 1 2013/14

A. Increase participation in art, sport, leisure and cultural activities

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Participation in cultural services (composite measure)	Higher	New in 2013/14						666,500	634,527	A

B. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of 3rd party contracts that are let to local organisations	Higher	New in 2013/14							16%	

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

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council takes account of residents' views when making decisions, Involvement Tracker (bi-annual)	Higher	32%	34%	HG	Bi-annual			30%	31%	LG
Percentage who feel that they can influence decisions affecting their local area, Involvement Tracker (bi-annual)	Higher	32%	31%	LR	Bi-annual			31%	28%	LR

D. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of residents who agree that people get on well together in their local area, Involvement Tracker (bi-annual)	Higher		75%		Bi-annual			77%	79%	LG
Equality of service provision (Adults)	-	0.9 - 1.1	1.00	G	0.9 - 1.1	1.04	G	0.9 - 1.1	1.00	G
The proportion of measures supporting the Corporate Equality Objectives that are achieved/on target	Higher	New in 2013/14						85%		
%age of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months [of commencing employment]	Higher	New in 2013/14						100%		

Supporting our town centre, our local shopping centres and businesses

Full Scorecard: Quarter 1 2013/14

A. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Vacancy rates in Town Centre	Lower	8.3%	8.5%	A	8.3%	8.3%	LG	8.3%	8.9%	LR
Percentage of 3rd party contract spend placed with local organisations	Higher	New in 2013/14							16%	
Care leavers not in education, employment or training at 19	Lower	New in 2013/14							34.6%	

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

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of affordable homes delivered (gross)	Higher	80	86	HG	275	278	LG	60	63	HG
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	Higher	50	58	HG	200	259	HG	5	5	LG

C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities

Performance measures

	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.6%	2.5%	HG	3.6%	2.0%	HG	3.5%	1.9%	HG

Efficient and Effective Organisation

Full Scorecard: Quarter 1 2013/14

Performance measures										
	Good =	Q1 2012/13			Q4 2012/13			Q1 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council provides good value for money, Involvement Tracker (bi-annual)	Higher	38%	38%	LG	Bi-annual			37%	32%	HR
Percentage who feel the Council keeps them informed of services & benefits it provides, Involvement Tracker (bi-annual)	Higher	57%	54%	LR	Bi-annual			56%	49%	HR
Percentage of residents who are satisfied with the way the Council runs things, Involvement Tracker (bi-annual)	Higher	60%	58%	LR	Bi-annual			57%	54%	LR
Customer enquiries that should not have been necessary (percentage)	Lower	18%	22%	HR	18%	18%	LG	17%	18%	LR
The proportion of enquiries that were resolved at the first point of contact	Higher	90%	87%	LR	90%	90%	LG	90%	87%	LR
Tenant satisfaction with the housing repair and maintenance service (%)	Higher	95%	91%	LR	95%	92%	LR	90%		
Total debt collected, at year to date, as a % of total debt raised	Higher	75%	54%	HR	75%	75%	LG	70%	60%	HR
Average debtor days, per quarter	Lower	88	37	HG	60	22	HG	60	38	HG
Percentage of Council Tax collected	Higher	31.0%	30.89%	LR	97.0%	97.70%	LG	30%	30.12%	LG
Variation in business rate yield	Higher	New in 2013/14						2.5%	2.5%	LG
Percentage of non-domestic rates collected	Higher	35%	35.00%	LG	97%	95.46%	LR	35%	34.29%	LR
Percentage forecast variation from net budget	Lower	0%	0.23%	A	0%	-2.49%	HG	0%	1.20%	A
Percentage spend against budget - capital expenditure	Lower	New in 2013/12						10%	5.7%	HG
Time taken to process housing benefit and council tax benefit new claims and change events (days)	Lower	9	5.79	HG	9.00	6.82	HG	11	11.08	A
Proportion of web forms and web visits as a percentage of overall contact	Higher	60%	59%	LR	60%	61%	LG	70%	68.8%	LR
Average cost per transaction (£) (Access Harrow)	Lower	£1.00	£0.99	LG	£1.00	£0.82	HG	£0.80	£0.68	HG
Staff sickness - average days per FTE excluding schools	Lower		8.93			8.94		8.18	9.29	HR
Workforce with IPAD in last 12 months	Higher	95%	89%	LR	95%	91%	LR	95%	68%	HR
Accident incident rate	Lower	New in 2013/14						1,472	1,635	HR
Reportable injury frequency rate	Lower	New in 2013/14						1.2	1.3	LR

REPORT FOR: CABINET

Date of Meeting:	12 September 2013
Subject:	Revenue and Capital Monitoring for Quarter 1 as at 30 June 2013
Key Decision:	Yes
Responsible Officer:	Simon George, Director of Finance and Assurance
Portfolio Holder:	Councillor Thaya Idaikkadar (Leader and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Service, Property and Major Contracts)
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 - Revenue Directorates Summary Appendix 2 - MTFS Red Rated Items Appendix 3 - Debt Management

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at 30 June 2013:

Recommendations:

1. Note the revenue and capital forecast outturn position at the end of June 2013;
2. Approve both the Revenue & Capital virements detailed in paragraphs 12, 15, 16 & 17; and 24

Reason (for recommendation)

To present the forecast financial position and actions required to be taken.

Section 2 – Report

Introduction

1. The 2013-14 quarter 1 revenue financial monitoring is reporting some early identified pressures to the revenue outturn position of £2.2m. This represents an adverse variance of 1.2% against the approved budget of £181.1m as summarised in the table below.

Directorate	Original Budget	Carry Fwds	Adjust ments	Latest Budget	Forecast Outturn Pd 3	Forecast Variance Pd 3	
	£000	£000	£000	£000	£000	£000	%
Resources	27,363	1,090	572	29,025	29,275	250	0.86
Environment and Enterprise	37,091	935	49	38,075	38,795	720	1.89
Community, Health and Wellbeing	77,722	686	-45	78,363	79,018	655	0.84
Children and Families	45,078	552	206	45,836	46,408	572	1.25
Sub-Total Directorate	187,254	3,263	782	191,299	193,496	2,197	1.15
Inflation and Corporate Items	1,912		-134	1,778	1,778	0	0.00
Contingency	3,171			3,171	3,171	0	0.00
Provision for Redundancies	1,000			1,000	1,000	0	0.00
Carry Forwards	0	-3,263		-3,263	-3,263	0	0.00
Contribution from Reserves			-480	-480	-480	0	0.00
Capital Financing	-6,907			-6,907	-6,907	0	0.00
Unringfenced Grants	-5,367		-168	-5,535	-5,535	0	0.00
Contribution to Reserves	0			0	0	0	0.00
Total Budget Requirement	181,063	0	0	181,063	183,260	2,197	1.21

2. The main areas of the £2.2m variance are summarised below :-
 - Resources directorate – customer services & legal savings behind schedule
 - Environment and Enterprise directorate – public realm services savings not progressing due to the pause of the PRISM restructure
 - Community, Health & Wellbeing – vacancy, agency & procurement savings plans still being developed and the delayed decision on the outsourcing of library services
 - Children and Families – Teachers' Centre facing pressure on achieving income targets and Targeted Services additional demand for placements & referrals
3. Due to the challenging financial environment and the risks around service demands & delivery, directorates face a challenging time to manage and contain existing & future issues which may arise in year, management continue to take actions to mitigate these pressures which are monitored and reported in a timely way.

Directorates' Position

Resources

1. The Resources Directorate at Quarter 1 is forecasting an overspend of (£250k)
2. The main projected variances are set out below:
 - Customer Services
 - (£200k) overspend on Telephony which relates to a MTFS saving which is currently behind schedule.
 - (£30k) overspend on ITO Costs - £100k additional costs arising from an increase in the number of users of Harrow's systems, partially offset by service credits on the Capita contract.
 - £150k under spend on the Harrow Help Scheme - there has been a lower than anticipated call on the scheme. The scheme is being more widely promoted to encourage take up, although the delay in welfare reform will have helped relieve the anticipated pressure on the scheme so far.
 - Procurement
 - (£89k) overspend on staffing.
 - Legal and Governance
 - (£50k) overspend on Shared Legal Practice - startup costs associated with expanding the practice to another borough.
 - (£100k) overspend due to the extended practice saving which will not be achieved in 13-14.
 - Directorate Wide
 - £60k under spend anticipated on vacancy management savings across the directorate.

Environment and Enterprise

3. The Environment & Enterprise Directorate at Quarter 1 is forecasting an overspend of (£720k)
4. The main projected variances are set out below:
 - Directorate Management
 - (£100k) overspend due to additional costs related to delay in PRISM.
 - Community Safety
 - £919k under spend mainly due to the over achievement of parking enforcement income.
 - Property and Infrastructure
 - £201k under spend on the salary budget mainly as a result of the property restructure.

- (£135k) shortfall in staff car parking income.
- (£112k) overspend on building maintenance and landlord repairs
- (£16k) overspend on the re-tender of the cleaning contract.
- £24k under spend within Engineers due to addition capital project recharges mainly from the Town Centre project.
- £165k under spend within Traffic and Network management due to holding vacancies relating to PRISM £91k and additional income £74k relating to additional capital works & permits.
- £37k under spend within Climate change due to expected lower carbon emissions and consequently reduced CRC costs.
- Public Realm Services
 - (£1.026m) overspend due to the pause of the PRISM restructure.
 - (£324k) overspend within contract and hire lease – of which (£217k) is due to the PRISM pause impacting on the delivery of some of the MTFs savings.
 - (£220k) overspend due to pressures in achieving income targets across the service. These include trade waste (£81k) largely due to losing schools to a commercial provider; parks and open spaces (£56k), clinical waste income (£37k), CA site (£15k), Dry recyclable (£52k) due to lower tonnages, offset by more income from Allotments £21k
- Enterprise
 - (£79k) overspend within Planning Services as a result of reduction in planning (£127k) & building (£8k) fee income which is due to the new legislation 'neighbour notification', additional cost of appeals (£15k) for 73 Hinder Rd being offset by an under spend on salary £59k & additional Mayoral CIL admin fee £12k.
 - £45k under spend within Economic Development Research & Enterprise due to salary savings.
 - (£29k) overspend within Major Development Projects mainly due to salary costs.
 - (£75k) overspend within Corporate Estate due to salaries (£126k) pending the restructure of Property Services offset by over recovery of rental income £52k.

Community Health and Wellbeing

5. The Community Health and Wellbeing Directorate at Quarter 1 is forecasting an overspend of (£655k)

6. The main projected variances are set out below:

- Adult Services
 - (£140k) overspend - the forecast generally assumes demographic growth will be fully needed and savings achieved. However, some savings have been

- RAG rated as amber or red, e.g. day services as final decisions have yet to be taken; late savings targets totalling (£142k) for vacancy management and agency costs have been rag rated as red as clear plans need to be developed. These late savings targets are the principal reason for the forecast overspend reported at period 3.
- Community and Culture
 - (£380k) overspend - a significant part of the forecast overspend is due to delayed decision making for outsourcing Library and Leisure services, together with the ongoing income shortfall. The estimated impact of this is approximately (£189k). The other key areas of pressure at this stage are in relation to the MTFS efficiencies at the Arts Centre (£100k), together with the allocations in relation to agency and staff vacancy factors (£52k).
 - Housing General Fund
 - £93k under spend on Housing General Fund services due principally to the Help to Let carry forward of £90k being approved and added into budget.
 - Public Health
 - Of the £8.874m grant for 2013-14 it is expected that £545k will be available to be carried forward into 2014-15. This reflects the contingent items less a possible increase in cost of school nursing and the additional requirement around Infection Control (agreed after commissioning intentions were approved).
 - Transformation
 - (£228k) overspend - principally reflecting the additional procurement savings across the division notionally held in this area. A number of projects are underway which it is hoped will enable this saving to be achieved but this will be monitored and reduced when the programme has been quantified with more certainty.

Children and Families

7. The Children and Families Directorate at Quarter 1 is forecasting an overspend of (£572k)
8. The main projected variances are set out below:
 - Quality Assurance, Commissioning and Schools
 - (£250k) overspend - there is an estimated pressure on the Teacher's Centre mainly due to an expected shortfall of income resulting from the cessation of the rent and service charge from the Education Funding Agency (EFA) for the Avanti House Free School at the end of the academic year.
 - Targeted Services
 - (£151k) overspend - Placements pressure due to an additional 24 placements across in house fostering and external placements and is as follows:-
 - £150k under spend in Leaving Care
 - £56k under spend in House Fostering
 - £11k under spend in External Placements
 - (£283k) overspend in External Fostering
 - (£85k) overspend in Adoption

- (£111k) overspend - due to a significant increase in referrals and overall activity the CIN and Access Services a combined potential budget pressure due to agency costs.
- Special Needs Service
 - (£17k) overspend - there is a staffing pressure within the Children with Disability Team resulting from agency cover to resolve a current staffing issue.
 - (£34k) overspend - a review of client costs in relation to respite care indicates a potential pressure.
 - (£9k) overspend from pressures identified from the rent and service charges for the Alexandra Avenue Offices.

MTFS Savings

9. The final approved budget for each Directorate includes the 2013-14 MTFS efficiency savings approved by Council on 28th February 2013 of £22.8m and at present a 2014-15 MTFS saving target of £14.0m.
10. Appendix 2 attached is a table listing only the red rated items (those unlikely to be delivered in-year) for either 2013-14 or 2014-15. These currently total £5.542m (24.3%) in 2013-14, with a further £2.598m (18.6%) in 2014-15.
11. Officers are working to deliver the MTFS savings as soon as is practical.

Inflation & Corporate Items

12. A budget virement transferring £134k from the corporate items balance in respect of SSC adjustments and funding for Children's Services and Business Support has been requested and included within the directorate's budgets.

Contingency

13. At this stage there are no calls on the contingency by the S151 Officer. While not factored in to the forecast at this stage, there is a possibility that the £2m Welfare Reform contingency not being required.

Carry Forwards, Earmarked Reserves & Grants

14. The cabinet approved 2012-13 carry-forwards of £3.268m have now been included within individual directorate budgets.
15. Earmarked reserve balances including the Local Authority Area (LAA) Grant £339k and the Housing Benefit PFI grant £41k have now been included within the directorate's budgets.
16. The balance on the Transformation and Priority Initiatives Fund (TPIF) brought forward from 2012-13 is £1.117m. A total of £584k has been committed against this fund in 2013-14 in respect of Pot Holes, Harrow Card, Circles of Support and Welfare Reforms of which £100k has now been included within the directorate's budgets this currently leaves an uncommitted balance of £533k.

17. The balance on unringfenced grant has been increased by £168k due to additional Educational Services grant monies to be received in 2013-14 and this has been included within the directorate's budgets.

Capital Financing

18. At this early stage there is no variation to the forecast outturn.

Housing Revenue Account (HRA)

19. The forecast surplus for the year at quarter 1 is £444k which is £71k lower than the budget. This deterioration results from a technical adjustment between revenue and capital.

20. This technical adjustment, although having no impact on overall HRA balances, has the effect of transferring resources from revenue to capital reserves thereby reducing flexibility on revenue initiatives in the short term and increasing investment capacity in Major Works. This reflects the results of discussions, after the budget was finalised, with the Council's external auditors. The impact of this will be that in subsequent years, revenue contributions to fund capital expenditure will be reduced by an equivalent amount, and the HRA balance therefore restored to the levels previously assumed.

Reserves and Provisions

21. The Council must hold adequate provisions and reserves balances against known and anticipated events and in respect of its statutory duties as appropriate. General balances stand at £8.646m. All the provisions are reviewed on a quarterly basis. As at quarter 1 the Council has adequate provisions in respect of Insurance, Litigation and Employment cases.

Debt Management

22. The latest position on Council Tax, NNDR and Housing Benefits bad debts provisions is included within Appendix 3.

Capital Programme

23. The General Fund 2013-14 Capital Programme approved at council on 14th February 2013 was £29m and carry forwards of £30m were approved as part of the 2012-13 outturn report by the Cabinet at their 20th June meeting, increasing the overall programme to £59m.

24. Quarter 1 budget adjustments of £5.080m increase the General Fund Capital Programme further to £64m, the adjustments include:

- CH&W - The DoH (Department of Health) have confirmed additional allocation of grant monies than budgeted
£522k - Community Capacity Grant to local authorities to support development in three key areas: personalisation, reform and efficiency
- Children's - The DfE (Department for Education) have confirmed additional allocation of grant monies than budgeted
£381k - Devolved Formula Capital Grant

£4.413m - Capital Maintenance & Basic Need Capital Grant.

- E&E – (£240k) reduction in the TfL (Transport for London) grant to bring inline with claims

DIRECTORATE	Original Programme	Carry Fwds	Adjust ments	TOTAL BUDGET	Forecast	Forecast Variance
	£000	£000	£000	£000	£000	£000
CH&W	3,545	2,543	526	6,614	5,685	-928
CHILDREN & FAMILIES	6,404	11,997	4,794	23,195	23,195	0
E&E	13,798	7,007	-240	20,564	20,565	1
RESOURCES	5,390	8,059	0	13,449	13,449	0
TOTAL GENERAL FUND	29,137	29,605	5,080	63,822	62,895	-927
TOTAL HRA	7,634	757	0	8,390	8,139	-251
TOTAL GENERAL FUND & HRA	36,770	30,362	5,080	72,212	71,034	-1,179
TOTAL BELOW THE LINE ITEMS	12,411	0	-4,413	7,998	0	-7,998
TOTAL CAPITAL PROGRAMME	49,181	30,362	667	80,210	71,034	-9,177

NOTE:

General Fund Funding:						
Grant	-8,747	-14,076	-5,080	-27,903	-27,870	33
Section 106		-427		-427	-427	0
RCCO		-63		-63	-63	0
Capital Receipt		0		0	0	0
Borrowing	-20,390	-15,039		-35,429	-34,535	894
TOTAL GENERAL FUND	-29,137	-29,605	-5,080	-63,822	-62,895	927
HRA Funding:						
Grant		-42		-42	-42	0
DRF	-7,633	-715		-8,348	-8,097	251
TOTAL HRA	-7,633	-757	0	-8,390	-8,139	251

25. The only area of significant under spend within the General Fund is Community, Health & Wellbeing Directorate who are forecasting an under spend of £928k. This mainly results from Cultural services as they are anticipating a slippage on both the Headstone Manor £470k and Tithe Barn £425k project as they were awaiting a decision on Heritage Lottery funding.

26. The HRA capital programme currently forecasts an under spend of £251k compared to the overall programme budget of £8.390m.

27. At this stage it is anticipated there will be no call on below the line items.

Legal Implications

28. There are none directly related to this report.

Financial Implications

29. Financial matters are integral to the report.

Performance Issues

30. Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Improvement Boards for each Directorate where the financial position is considered at the same time as performance against key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub-Committee.

Environmental Impact

31. There are none directly related to this report.

Risk Management Implications

32. The risks to the council and how they are being managed are clearly set out in the report:
Risks included on Directorate risk registers? Yes

Equalities Implications

33. There are no direct equalities impacts arising from the decisions within this report.

Corporate Priorities

34. This report deals with the Revenue and Capital monitoring which is key to delivering the Council's corporate priorities.

Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 14 August 2013		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 19 August 2013		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director, Strategic Commissioning
Date: 15 August 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 14 August 2013		

Section 6 - Contact Details and Background Papers

Contact: Simon George
Tel: 020 8420 9269
Email: simon.george@harrow.gov.uk

Background Papers: [Agenda for Cabinet on Thursday 14 February 2013, 7.30 pm](#)

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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Appendix 1: Revenue Directorates Summary

Directorate / Service	Original Budget	Carry Fwds	Adjustments	Latest Budget	Forecast Outturn Pd 3	Forecast Variance Pd 3	
	£'000	£'000	£'000	£'000	£'000	£'000	%
Resources							
Director of Resources	969	100	0	1,069	1,056	-13	-1.22
Strategy & Commissioning	1,784	31	401	2,216	2,173	-43	-1.94
Customer Services	14,907	508	147	15,562	15,633	71	0.46
HRD & Shared Services	-402	260	9	-133	-124	9	-6.77
Finance & Assurance	6,517	151	15	6,683	6,668	-15	-0.22
Legal & Governance	3,594	0	0	3,594	3,745	151	4.20
Procurement	-6	40	0	34	124	90	264.71
Total	27,363	1,090	572	29,025	29,275	250	0.86
Environment & Enterprises							
Directorate Management	708	609	-459	858	958	100	11.66
Community Safety	-2,479	12	7	-2,460	-3,379	-919	37.36
Property & Infrastructure	15,502	164	463	16,129	15,967	-162	-1.00
Public Realm Services	21,321			21,321	22,883	1,562	7.33
Enterprise	2,039	150	38	2,227	2,366	139	6.24
Total	37,091	935	49	38,075	38,795	720	1.89
Community, Health & Wellbeing							
Adult Services	61,960	384	-23	62,321	62,461	140	0.22
Community & Culture	7,839	90	62	7,991	8,371	380	4.76
Housing (GF)	7,099	108	0	7,207	7,114	-93	-1.29
Public Health	753	74	0	827	827	0	0.00
Transformation	71	30	-84	17	245	228	1,341.18
Total	77,722	686	-45	78,363	79,018	655	0.84
Children & Families							
Children's Services Management	616			616	616	0	0.00
Quality Assurance, Commissioning & Schools	6,091	461	161	6,713	6,963	250	3.72
Early Intervention Service	5,722	91	-5	5,808	5,808	0	0.00
Targeted Services	17,879		50	17,929	18,191	262	1.46
Special Needs Service	9,841			9,841	9,901	60	0.61
Schools	4,929			4,929	4,929	0	0.00
Total	45,078	552	206	45,836	46,408	572	1.25
TOTAL DIRECTORATE	187,254	3,263	782	191,299	193,496	2,197	1.15

Appendix 2: MTFS Red Rated Items

MEDIUM TERM FINANCIAL STRATEGY 2013-14 and 2014-15 Progress Monitoring

	2013-14	2014-15	RAG	Comments	Officer Lead
	£000	£000	Status		
Resources					
IT / PMO					
Recharge utility costs for computer room to Capita - allocated to Resources	-95		R	Alternative savings have been identified to replace this item	Rahim St John
Reduction in Telephony Costs utilising SIP	-200		R	No significant progress on the procurement exercise to achieve this saving. Alternative compensatory savings being identified.	Rahim St John
Future trading with Academies	-25		R	Academies cannot benefit from the Council's self-insurance arrangements hence the appetite from academies to purchase their insurance through the Council is low, however we are working with the Insurance London Consortium to develop a product specifically	Karen Vickery
Legal and governance					
Reduced Number and Frequency Formal Committees		-70	R	Difficulties in reaching agreement on the meetings to be identified.	Hugh Peart
Efficiency savings in Mayor's office	-26		R	Agreement has not been reached on implementation of the savings required.	Hugh Peart
Expansion of Legal Practice Shared Service	-100	-100	R	Decision by potential partner delayed until November, will not deliver saving in 13-14	Hugh Peart
Resources subtotal	-446	-170			
Environment & Enterprise					
Additional planning fees income following change from central government		-290	R	Outcome not deliverable. Alternative funding to close budget gap via income generation being explored	Stephen Kelly
Introduction of Civic Centre staff car parking charges and other free car parks	-135	-45	R	Deliverable however subject to consultation and approval.	Andy Parsons
PRISM efficiencies	-1,500	-350	R	Project pause and restart means that savings will be realised from April 2014.	Philip Hamberger
Review of loss making car parks	-150		R	Review of car parks commenced re-phasing of savings	Finlay Flett
Returning Parks to Open Space	-350		R	Plans to achieve savings drawn up and now awaiting agreement to commence. Linked to PRISM and the deliverability of various proposals will be delayed in line with impact of the PRISM pause	Jerry Hickman

Appendix 2: MTFS Red Rated Items

MEDIUM TERM FINANCIAL STRATEGY 2013-14 and 2014-15 Progress Monitoring

	2013-14	2014-15	RAG	Comments	Officer Lead
	£000	£000	Status		
Public Realm service reduction	-644	-110	R	Linked to PRISM and the deliverability of various proposals will be delayed in line with impact of the PRISM pause.	Jerry Hickman
Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	-75	R	Not proceeding business plan being developed and savings to be found from elsewhere in the service	Andy Parsons
Reduce the number of off-street car park sites and dispose of selected car park sites		-100	R	linked to wider strategies of disposal and regeneration, that are being reviewed	Finlay Flett
Soft Market testing of statutory animal services and review of commercial animal services	-60		R	Linked to PRISM and the deliverability of various proposals will be delayed in line with impact of the PRISM pause.	Finlay Flett
Review Trade Waste	-220		R	The option to cease trade waste will lose the council £220k contribution to overheads. Seeking to retain the service and develop the service. A detailed business case is being developed.	Jerry Hickman
Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-100		R	Savings could be achieved through aggregation of budgets based on actual costs from 2012/13 from all corporate buildings	Andy Parsons
Procurement Savings – others	-140	-273	R	Possible targets being identified	Procurement
Procurement – Category Management savings	-76		R	Source of savings to be identified	Procurement
Agency Staff – reduction in usage	-160		R	Working to reduce agency spend across the directorate & business cases are now required for agency staff	All
Staffing – Vacancy management	-150		R	Not expected to be delivered via vacancies, being delivered as part of the overall staff MTFS savings	All
Environment & Enterprise Subtotal	-3,760	-1,243			

Appendix 2: MTFS Red Rated Items

MEDIUM TERM FINANCIAL STRATEGY 2013-14 and 2014-15 Progress Monitoring

	2013-14	2014-15	RAG	Comments	Officer Lead
	£000	£000	Status		
Community Health and Wellbeing					
Older People Integrated Care		-800	R	Concern over the PCT financial position and the capacity within the PCT to work with the Council to deliver savings across both organisations.	Carol Yarde
Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium	-117	-238	R	The income targets were extremely challenging and will not be fully achievable for either the Museum [which will be closed until potentially November 2014 due to Tithe Barn works] or the Arts Centre. A Commercialisation project has been set up to develop and identify how the savings can be delivered in a longer time frame, requiring compensatory savings to be identified in the shorter term.	Ian Mc Nicol
Late savings – vacancy management	-110		R	Not expected to be delivered via vacancies given low level of vacant posts but expected to be delivered through management of compensatory savings across the directorate	All
Late savings – agency costs	-117		R	Unlikely to be delivered via this route given that the agency spend in this area is lower than the target allocated. Expected to be delivered through management of compensatory savings across the directorate.	All
Procurement Efficiencies	-207	-77	R	This includes procurement savings within Community and Culture as well as additional procurement savings targets agreed in February 2013. Work is underway with the Procurement Business Partner to identify savings across the directorate to deliver the overall savings target.	Procurement
CHW Subtotal	-551	-1,115			

Appendix 2: MTFS Red Rated Items

MEDIUM TERM FINANCIAL STRATEGY 2013-14 and 2014-15 Progress Monitoring

	2013-14	2014-15	RAG	Comments	Officer Lead
	£000	£000	Status		
Children & Families					
Procurement Savings including placements	-500	-70	R	Procurement savings currently underway working in conjunction with the Procurement team and budget holders	Catherine Doran
Share of £1.92m ADDITIONAL SAVINGS - Children's Allocation					
Prices	-105		R	Work being undertaken with budget holders in agreement of 0.5% reduction.	Catherine Doran
Vacancy Rate 0.5%	-62		R	Work being undertaken with budget holders in agreement of 0.5% reduction	Catherine Doran
Agency savings	-66		R	Work being undertaken with budget holders in agreement of late agency cost savings	Catherine Doran
Procurement	-52		R	Work being undertaken with budget holders on Pro Class Expenditure 2011/12 saving allocations	Catherine Doran
Children & Families Subtotal	-785	-70			
Total Reds Across The Council	-5,542	-2,598			

Council Tax

Currently, bad debt provisions (BDP) of £3.624m exist [£3.849m- £0.225k; w/off's done 01/04/13-30/06/13] for Council Tax against a potential BDP of £2.976m for debts accrued to 31 March 2013.

COUNCIL TAX	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2009-2010	663	642	100	642
2009-2010	552	517	86	443
2010-2011	826	753	73	550
2011-2012	1,128	938	54	506
2012-2013	2,688	1,942	43	835
Total	5,857	4,792		2,976

National Non Domestic Rates (NNDR)

Currently, bad debt provisions of £2.15m [£2.211m- £0.50k; w/off's done 01/04/13 to 30/06/13] exist for business rates (NNDR) against a potential BDP of £2.327m. Under Business Rates retention, the effect on the local authority is 30% of any surplus or deficit.

NATIONAL NON DOMESTIC RATES (NNDR)	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2012-2013	750	773	100	773
2012-2013	2,320	2,072	75	1,554
Total	3,070	2,845		2,327

Council Tax and Business Rates Court Cost

Currently, bad debt provisions (BDP) of £710k (CT £620k+ NDR £90k) exists for Court Costs against a potential BDP of £706k. From previous years trends, this amount of provision appears to be adequate and in line with our overall provisions policy.

Court Cost	Arrears as at 1 st of April	Arrears as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2010-2011	240	128	100	128
2010-2011	144	102	85	87
2011-2012	221	138	75	104
2012-2013	453	394	60	236
2013-2014	0	301	50	151
Total	1,058	1,063		706

Housing Benefits

Currently, bad debt provisions of £3.2m [£3.258m - £0.58k w/off's 1/4/13 to 30/06/13] exist for Housing Benefit overpayment debt against a potential BDP of £3.675m (£2,712 + £963m = £3,675m). The under provision will be partly funded from improved collection on overpayments although this may still leave a balance that will need to be met from revenue.

Housing Benefit DEBTORS	Outstand as at 1 st of April	Outstand as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2011-2012	1,169	1,075	100	1,075
2011-2012	822	827	100	827
2012-2013	1,529	1,011	50	506
2013-2014	0	1,013	30	304
Totals	3,520	3,926		2,712

Housing Benefit LIVE CASES	Outstand as at 1 st of April	Outstand as at Qtr 1	BDP	BDP as at Qtr 1
	£000	£000	%	£000
Pre 2011-2012	241	190	100	190
2011-2012	492	413	75	308
2012-2013	1,451	1,063	30	319
2013-2014	0	732	20	146
Totals	2,184	2,398		963

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