

Cabinet AGENDA

DATE: Thursday 17 October 2013

TIME: 6.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP

Chairman: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Portfolio Holders:

Councillor Kamaljit Chana	Business and Enterprise
Councillor Tony Ferrari	Finance
Councillor Stephen Greek	Planning, Development and Regeneration
Councillor Manji Kara	Community and Culture
Councillor Barry Macleod-Cullinane	Deputy Leader, Adults and Housing
Councillor Janet Mote	Children and Schools
Councillor Paul Osborn	Communications, Performance and Resources
Councillor Simon Williams	Health and Wellbeing
Councillor Stephen Wright	Property and Major Contracts

Non Executive Cabinet Members (non voting):

Councillor Thaya Idaikkadar	Leader of the Independent Labour Group
Councillor David Perry	Leader of the Labour Group
Councillor Graham Henson	Labour 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 - 80)

That the minutes of the Cabinet meetings held on 18 July 2013 and 12 September 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, 14 October 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, 14 October 2013.]

7. APPOINTMENT OF PORTFOLIO HOLDER ADVISER (Pages 81 - 86)

Report of the Director of Legal and Governance Services.

8. CHANGES IN CABINET PANEL / CONSULTATIVE FORUM MEMBERSHIPS

- (1) It be agreed that:
- (i) Councillor Kam Chana replaces Councillor Susan Hall as Chairman of the Harrow Business Consultative Panel;
 - (ii) Councillor Susan Hall replaces Councillor Thaya Idiakkadar as Chairman of the Major Developments Panel.
- (2) In accordance with Council Procedure Rule 1.5 and following notification by the Conservative Group, it be advised that:
- (i) Councillor Stephen Greek be appointed as a main Member of the Major Developments Panel from his Reserve Member position with Councillor Tony Ferrari being moved from his main Member position to serve as a Reserve Member;
 - (ii) Councillor Barry Macleod-Cullinane replaces Councillor Marilyn Ashton as a main Member on the Employees' Consultative Forum with Councillor Ashton serving as a Reserve Member;
 - (iii) Councillor Manji Kara replaces Councillor Susan Hall as a main Member of the Traffic and Road Safety Advisory Panel. The positions of Reserve Members be varied with Councillor Hall serving as 3rd Reserve Member.

9. KEY DECISION SCHEDULE - OCTOBER TO DECEMBER 2013 (Pages 87 - 98)

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

- (a) Progress on Scrutiny Projects: (Pages 99 - 100)

For consideration.

- (b) Report from the Accessible Transport Scrutiny Review: (Pages 101 - 162)

Reference from the Overview and Scrutiny Committee.

- (c) Regeneration in North Harrow, Replicating the Lessons in other parts of the Borough: (Pages 163 - 194)

Reference from the Overview and Scrutiny Committee.

11. REPORT OF THE HARROW PARTNERSHIP BOARD (Pages 195 - 198)

Information Report of the Corporate Director of Resources.

CHILDREN AND FAMILIES

KEY 12. YOUTH JUSTICE PLAN 2013-14 (Pages 199 - 258)

Report of the Corporate Director of Children and Families.

CHILDREN AND FAMILIES/RESOURCES

KEY 13. CAPITAL PROGRAMME 2013/14 - ADDITIONAL SCHOOLS GRANT FUNDING (Pages 259 - 276)

Joint Report of the Corporate Director of Children and Families, Director of Finance and Assurance and Divisional Director of Commercial, Contracts and Procurement.

ENVIRONMENT AND ENTERPRISE

KEY 14. 2013-2014 PROPERTY DISPOSAL PROGRAMME (Pages 277 - 300)

Report of the Corporate Director of Environment and Enterprise.

KEY 15. PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT (Pages 301 - 384)

Report of the Corporate Director of Environment and Enterprise.

16. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

17. EXCLUSION OF THE PRESS AND PUBLIC

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
18.	2013-2014 Property Disposal Programme - Appendix	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

AGENDA - PART II

KEY 18. 2013-2014 PROPERTY DISPOSAL PROGRAMME (Pages 385 - 388)

Appendix 1 to the report of the Corporate Director of Environment and Enterprise at item 14 above.

*** 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 14 October 2013
Publication of decisions	Friday 18 October 2013
Deadline for Call in	5.00 pm on 25 October 2013
Decisions implemented if not Called in	26 October 2013

This page is intentionally left blank

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

[Note: The agenda order was varied to allow items of public interest to be taken prior to the remainder of the agenda. The agenda order of the substantive items was as follows: item 12 – Transformation of Day Services, item 15 – Concessionary Travel, item 10 – School Organisation, item 11 – West London Independent Fostering Agency Framework Tender, item 14 – Discretionary Housing Payment, item 13 – Adoption of Harrow’s Community Infrastructure Levy, and items 16/17 – Strategic Performance Report / Treasury Management Strategy.]

In addition, an announcement was made by the Portfolio Holder for Children, Schools and Families in relation to the ‘good news’ received on the proposed School Expansion Programme. As it was customary for the minutes to show the formal business first, followed by any Recommendations to Council prior to the recording of general decisions being made by Cabinet, the minutes are set out in that order.]

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 MTFSS 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 EqlA 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 through 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.

The Corporate Director of Children and Families updated Cabinet and expressed her concern about the veracity, quality and reliability of past reporting of where the services were and reassured Members that a more intensive regime of quality assurance was now in place with improved quality assurance by the LSCB. She highlighted how there had always been very good quality performance data but that it had not given a sufficient view of the quality of the case work.

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

CABINET MINUTES

12 SEPTEMBER 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)** James Bond Minute 685
 Graham Henson Minute 685
 David Perry Minute 685
 Anthony Seymour Minute 685

* Denotes Member present

Notes

[Note 1: In the absence of the Leader for agenda items 11 and 12 (Minutes 692 and 693 refer), the Deputy Leader, Councillor Asad Omar, assumed the Chair prior to concluding the business at 8.22 pm.]

[Note 2: The agenda was taken in the order set out in the papers for the meeting except that, at the invitation of the Leader of the Council, the Portfolio Holder for Environment and Community Safety made an announcement in relation to the locking of park gates (Minute 682 refers) at the conclusion of agenda item 3, Minutes. It was customary for the minutes to show the formal business first, followed by any Recommendations to Council prior to the general decisions made by Cabinet.]

679. Apologies for Absence

An apology for lateness was received on behalf of Councillor Hall, who had been delayed on her return journey from another meeting.

680. Declarations of Interest

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

681. Minutes

A non-voting non-Executive Cabinet Member mentioned that that items appeared to be in a different order to that taken at the meeting. He suggested that it would be useful to have a note on the order of the agenda so that Members could follow the minutes in chronological order.

The same Member referred to a number of statements made by the Corporate Director of Children and Families about issues and asked for clarification on her statements made at the meeting.

Cabinet agreed to defer the minutes until the next meeting to allow the clerk's notes to be checked.

RESOLVED: That the minutes of the meeting held on 18 July 2013 be deferred to the next Cabinet meeting.

682. Locking of Park Gates - Announcement by the Portfolio Holder for Environment and Community Safety

The Deputy Leader and Portfolio Holder for Environment and Community Safety referred to the correspondence and petitions he had received in relation to the decision taken by Cabinet in February 2013 not to lock park gates in order to achieve a saving of £70,000.

The Portfolio Holder added that having discussed this matter with his colleagues, park and cemetery gates would continue to be locked. The decision taken in February 2013 would not be implemented and, as a Listening administration, the Council had considered the views of its residents who had not supported the proposal.

683. Petitions

(1) Petition against Harrow Council's Plans to abandon locking Harrow Recreation Ground and other parks at night

Mick Sayer, a local resident, stated that following the announcement by the Portfolio Holder for Environment and Community Safety that park gates would continue to be locked (Minutes 682 refers), the petition signed by 1,180 people which he had intended to present at Cabinet was now null and void. However, he owed it to the signatories to the petition to hand over the petition to the Council and he thanked all

those that had been involved in fighting against the proposal not to lock park gates.

RESOLVED: To note the comments of Mr Sayer.

(2) Problem with Rats in Hamilton Crescent - Petition

Carole Martin, Secretary to the Eastcote Lane Tenants' and Residents' Association, presented a petition signed by 55 residents, with the following terms of reference:

“For some period of time residents have been reporting to Harrow Council that there is an ongoing problem with rats in Hamilton Crescent, which has still not been resolved. It is a waste of valuable Council resources when this has been allowed to continue for the time it has.

The Housing Department do not want to know and Environmental Health say even though this has been an ongoing problem the complaint has to start from scratch again with a phone call from the tenants.

We the undersigned are totally outraged at this response and demand that the rats in Hamilton Crescent are dealt with as a matter of urgency.”

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

(3) Alley Gates, 2 Lancaster Road - Petition

Councillor James Bond presented a petition signed by 11 people, with the following terms of reference:

“We the undersigned residents request the Council arrange for the installation of alley gates beside the property at 2 Lancaster Road and the property at the corner of this road fronting Imperial Drive as a matter of urgency.

We note that the Council and residents in other areas of Harrow have been proactive in taking these initiatives and would welcome such action in the area where we all live in order to restrict access to the alley behind residential homes in Imperial Drive by persons who have no legitimate need to go there.

The installation of alley gates will help curtail the following: the risk of burglary; the persistence of fly-tipping, vandalism and other anti-social behaviour.

The installation of alley gates will, in addition, help to achieve: a welcoming and safer environment for the residents whose back gardens border the alleyway; a more attractive neighbourhood that returns control of the alleyway to the residents concerned.”

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.

(4) Cambridge Road Car Park – One Hour Free Parking – You can't afford to lose it - Petition

Councillor James Bond presented a petition signed by 3,352 people with the following terms of reference:

“We the undersigned object to Harrow Council’s intentions to withdraw the one hour free parking concession in the Cambridge Road car park.

We also object to the plans to withdraw the one hour free concession for on-street parking and replace it with 20 minutes-only free parking.”

RESOLVED: That

- (1) the petition be referred to Council in accordance with the Council’s Petition Scheme, which required a petition containing more than 2000 signatures of people who live, work or study in the borough (the address in the borough at which they live, work or study must be provided), to be considered/debated by the full Council;
- (2) the petition also be shared with the Corporate Director of Environment and Enterprise and the Portfolio Holder for Environment and Community Safety.

(5) Proposed Funeral Business at the corner of Bedford Road and Pinner Road

Councillor Bill Stephenson presented a petition signed by 43 people, with the following terms of reference:

“We are opposing the proposed funeral business at 184 Pinner Road, corner of Bedford Road and Pinner Road.”

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

(6) Welbeck Road Petition – West Harrow Ward

Councillor Kareema Marikar presented a petition signed by 54 people, with the following terms of reference:

“We the undersigned are very unhappy about the state of Welbeck Road which is littered with potholes, cracks and poses a serious Health and Safety risk to residents.

We urge the Council to take urgent action and repair the road for its Tax Payers under its duty of care to residents.”

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.

(7) Gates for the alley way between Eastcote Lane and Roxeth Green Avenue - Petition

Councillor Graham Henson presented a petition signed by 27 people, with the following terms of reference:

“We the undersigned are seriously concerned at the anti-social behaviour that takes place on a regular basis within the alleyway between Roxeth Green Avenue and Eastcote Lane. There are gangs of youths congregating in this area: drinking, smoking, drug taking, couples coupling, graffiti, significant increase in the number of break-ins and robberies, vandalism to property and rubbish being dumped that is also blocking access to the alley.

We therefore request that the Council urgently install an alley gate at the entrance next to No. 2 Roxeth Green Avenue.”

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.

(8) Kings Road – Petition for a Security Gate

Councillor Krishna Suresh presented a petition signed by 10 people, with the following terms of reference:

“For the reasons of safety and in order to prevent burglary, anti-social behaviour, drugs, sex and fly tipping.

We as signed below would like alley gate to be fitted, 29 off Warden Avenue where the alley way for both Kings Road and Warden Avenue users as stated below:

Kings Road between No 287 and 303 and Warden Avenue No 29.”

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.

(9) Cambridge Road, North Harrow - Petition

Councillor Janet Mote presented a petition signed by 68 people, with the following terms of reference:

“We the undersigned call on Harrow Council to resume closing Bisley House Car Park from 7.30 pm to 7.30 am, as we are concerned that keeping it open throughout the night is encouraging members from the nearby gym to park overnight.

Additionally, there have been reports of anti-social behaviour; ranging from noise, drinking, smoking and swearing to football being played and sexual conduct.”

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.

(10) The Green on Richmond Gardens - Petition

Ross Barlow, representing Harrow Weald Liberal Democrats, submitted a petition signed by 38 residents with the following terms of reference:

“I call upon Harrow Council to reduce the size of the Green on Richmond Gardens so that cars can safely pass without damaging the Green or other motorists. We also call upon the Council to restore the Green to its former appearance and remove the large concrete blocks bordering it.”

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.

(11) Weeds on the corner of Kelvin Crescent and Elms Road - Petition

Ross Barlow, representing Harrow Weald Liberal Democrats, submitted a petition signed by 43 residents with the following terms of reference:

“I call upon Harrow Borough Council to clear the overgrown weeds on the corner of Kelvin Crescent and Elms Road.”

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.

(12) Resurfacing - Stamford Close – Petition

Ross Barlow, representing Harrow Weald Liberal Democrats submitted a petition signed by 15 residents with the following terms of reference:

“I call upon Harrow Borough Council to completely resurface Stamford Close.”

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.

(13) Resurfacing – Boxtree Road – Petition

Ross Barlow, representing Harrow Weald Liberal Democrats, submitted a petition signed by 66 residents with the following terms of reference:

“I call upon Harrow Borough Council to completely resurface Boxtree Road.”

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.

(14) Fly tipping Hot Spots – Weighton Raod and High Road - Petition

Ross Barlow, representing Harrow Weald Liberal Democrats submitted a petition signed by 79 residents with the following terms of reference:

“I call upon Harrow Council to get the CCTV care to prioritise monitoring fly tipping hot spots such as the corner of College Hill Road and Kenton Lane.”

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.

(15) Fly tipping Hot Spots – College Hill Road and Kenton Lane - Petition

Ross Barlow, representing Harrow Weald Liberal Democrats, submitted a petition signed by 145 residents with the following terms of reference:

“I call upon Harrow Council to get the CCTV care to prioritise monitoring fly tipping hot spots such as the corner of Weighton Road and the High Road.”

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.

684. Public Questions

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

1.

Questioner: Simon Brown

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

Question submitted: “Has the Portfolio Holder calculated the additional cost to the Council of the consequences of leaving the gates of Harrow Recreation Ground unlocked at night, due to increased vandalism, repair to park equipment and environment, and increased cost to the Metropolitan Police and Council in dealing with additional anti-social behaviour. Would the Portfolio Holder advise this cost, and if it has not yet been calculated, would he not agree that it will be far in excess of the small savings he is anticipating from not locking the gates? This is in addition to the unquantifiable cost of increased disturbance and loss of amenity and security of local residents and park users.”

The Leader: In view of the statement made by the Portfolio Holder (Minute 682 refers), would you want to move to a supplementary question?

Supplemental Question: I would like to congratulate the Portfolio Holder on listening to the residents and users of Harrow Recreation Ground and the other parks and cemeteries in the borough, even if it is at the last minute and made a decision that 99% of people thought was a sensible decision to make.

Could I ask if he has now included this item or will be including this item in next year's budget. Will the parks be kept locked after the financial year ends and into the next year?

Supplemental Answer:
Cllr Omar What I would say is, at this moment in time and we are responsible for the budget up to next February. What happens in the next budget, is up to the administration in power. I cannot promise anything but what I can say is, if we are still in power, then we promise to look into it.

2.

Questioner: Ushma Rathod

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

Question submitted: “A news article in the Daily Mail has recently reported that a travelling community have set up homes in a park, in Sussex, as the Council decided to keep the gates unlocked, meaning powers to evict no longer applies. This has left the local residents to fear for their safety and children not being able to play in the park as it’s unsafe. How will you, as the Portfolio Holder of the Environment and Community Safety, ensure that the residents surrounding the parks, in Harrow, are kept safe and protect their homes from being unlawfully accessed and or vandalised?”

Ushma Rathod: In view of the statement made by the Portfolio Holder (Minute 682 refers), I will not be asking my question or a supplementary.

3.

Questioner: Eranga Gunawardena

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

Question Submitted: “What level of public opinion or consultation have you done to ensure the decisions you are making re not lock the park gates or not cutting the grass in certain parks are accurate?”

Eranga Gunawardena: Thank you for making a decision to continue to lock the gates at night (Minute 682 refers). I will go straight into the supplementary question which is to do with the grass in the parks.

Supplemental Question: If we have the same pressure of getting public petitions, public meetings and letters similar to those for park gates, will you consider reversing the decision to not cut the grass and continue to cut the grass?

Supplemental Answer:
Cllr Omar: As I said before, we are a Listening Council and we are listening to residents. We are not just talking, the previous administration did “Let’s Talk” but we do listen. If we get a similar situation, we will look into it.

685. Councillor Questions

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

1.

Questioner: Councillor James Bond

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: "It is stated in Harrow Council's Corporate Plan for 2013-15 that it is the authority's intention to introduce a 'Harrow Card' which will be available to all who live and work in the borough to promote local shopping and the use of Council facilities as a way of supporting local business.

Can the Leader please tell me what progress has been made towards the launch of a 'Harrow Card' and when it is anticipated that such a scheme will be up and running?"

Answer: The rationale for a 'Harrow Card' was to promote local shopping. It was to be one of the tools to support Harrow businesses. The budget setting process assumed the Harrow Card would be self-financing. A Feasibility Study was commissioned to support the implementation of the Harrow Card. The Study did not provide sufficient evidence to guarantee that the Harrow Card would be self-financing. The Study highlighted that there was risk involved in assuming that sales/renewals of the Harrow Card would be sufficient to meet the cost.

However, it is always prudent to review performance and determine whether the same tools are necessary to achieve our objectives. I am happy to say that our initiatives to promote local shopping have been successful and the average vacancy rates across Harrow town and district centres are down from 6.51% in June 2012 to 4.98% in June 2013.

Therefore, it is deemed wise to continue to focus on activities that are successfully supporting local businesses without recourse to an immediate implementation of the potentially costly Harrow Card.

Supplemental Question: First of all, I would like to congratulate the Council on what I read in the Harrow Observer. It is a friend and a

supporter and working with small businesses. However, that makes me think that three years have elapsed since the Harrow Card was first thought of and I know these things cannot happen instantly, although I do think three years is a too long.

Has this Council thought of crossing the border and speaking to our neighbours in Hillingdon who have an excellent "Hillingdon First" Card that does all the things that the Harrow Card should do for our residents, from parking to library books, you name it. It is a very good scheme. Will you look towards Hillingdon and at least look at their project and make it work for Harrow?

Supplemental Answer: As part of the process, we have spoken to Hillingdon. I have also spoken to one or two banks and the telephone companies. Nobody has come forward so far.

I think the best way to go forward is to try and get a sponsor to administer the card and they may get some promotion in return and we may get a value for it.

The Council is facing challenging times. I do not think it is wise to spend a lot of money that belongs to the tax payers on the Harrow Card. This is a difficult decision but it has to be made.

As you would have heard before, there are other issues such as not locking park gates, cutting grass and taxi cards. I am not sure it is wise to spend half a million pounds on a Harrow Card without any guarantee that it is going to increase income. That is my difficulty.

2.

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: "In February, full Council set the Council challenging headline budget savings for this financial year, please could you indicate the progress to date on these in-year savings targets?"

Answer: As at Quarter 1, the Council is forecasting an overspend of £2.2m, as you rightly point out, which equates to variance of 1% against the Council's total General Fund budget of £181m. This forecast overspend assumes

that all of the contingency budgets will be spent. Those contingency budgets (totalling £3.2m) will be monitored as we progress throughout the year.

At Council on 29 February, Members approved savings of £22.8m for 2013/14. These savings are monitored in detail and are rated by officers on a RED / AMBER / GREEN scale for deliverability. At present £5.5m of the 2013/14 savings are rated as RED. Those savings are detailed in the appendix to the Cabinet report. Officers are working to deliver all of the savings and the status of the savings is reviewed on a monthly basis and, by Cabinet, on a quarterly basis.

Supplemental Question: You mentioned in your first line an overspend or a projected overspend of £2.2m so my supplementary question regarding the current savings targets involved your personal decision to use your power in deliberate overspend in your office and ignoring the staffing protocols which all political groups must adhere to?

Given the fact that as the Leader of the Council you are asking all Council departments to make savings and reductions at this time and your Group clearly are not, but overspending. What response would you give to the hard working, loyal and committed staff, both junior and senior, at this Council and the people of Harrow, who may think that your Group's actions is one rule for one and another rule for you and that your actions are hypocrisy at the highest level?

Supplemental Answer: I fundamentally disagree with you David.

The problem with the political group budgets is the way they are set. They did not expect a situation like this before. For example if one of the Independents gets elected, would you give £3,500 to the Councillor and say "run the Leader's office"? How is it possible? So it is a different scenario and the Leader needs proper support and the resolution to run the Council efficiently. So there will be overspends, some other departments as well, then we claw it back.

Now I have asked the Legal officer to look into the future and come up with a plan to fund the political groups in the future, depending on various scenarios. This is a very unusual scenario.

None of the staffing protocols were broken. All I was looking for a research assistant to help me and then I was approached by the Council, saying that somebody may be available, we want you to take it on. I said okay.

That saved redundancy or difficult decisions to make. So I do not think this has ever been done. We are doing it properly and five Cabinet Members and the Leader cannot run an office on someone on barely on a London Living Wage. It is impossible. You may not agree but that is the reality of life.

3.

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: “Magic Car Wash based in Wealdstone, through their operations, have again and again ignored this Council, their lease arrangements and treated the surrounding neighbours in Canning Road with little respect. Therefore as Leader of the Council please could you intervene in this on-going issue, and will you ensure the necessary enforcement action is taken without delay?”

This question was not asked at the meeting. The following written response was sent, as requested by Councillor Perry at the meeting.

Written Answer: Over the last 2 years or so Council officers have liaised extensively with local residents, the HA3 Residents' Association and Ward Councillors and held numerous briefing meetings.

Following the latest information received from the Chairman of the HA3 Residents' Association, the Council has written to the tenant to require that he stops washing rugs at the premises in contravention of the lease terms. This letter has been followed up with a further letter and an inspection.

The Council could potentially instigate proceedings to end the lease by forfeiture, however, where the breach does not relate to non-payment of rent, there is no automatic right to forfeit. Where the breaches are relatively minor as in this case the Court will often give tenants the benefit of doubt and award relief from forfeiture.

In the circumstances it is not currently considered appropriate to use the Council's scarce financial resources in pursuing an action through the Courts

which is unlikely to succeed. Officers will continue to monitor the position and make regular inspections to ensure the premises are being used for the permitted use. The situation will continue to be reviewed on an ongoing basis.

Therefore, from the evidence obtained over the last week, it has been agreed that a planning breach of Condition notice would not be expedient nor sustainable at this time.

4.

Questioner: Councillor Graham Henson

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: In January 2012, a motion was adopted at Full Council that raised concerns about the expansion of RAF Northolt for commercial flights, which had been highlighted within the Guardian Newspaper.

Council instructed the Chief Executive to enlist the support of Harrow's three MPs, the Brent and Harrow GLA member and other neighbouring local authorities, MPs and GLA members to oppose this catastrophic proposal.

On 5 September 2013, in a response to a question from Gareth Thomas MP, Harrow West, it was stated that *"The Ministry of Defence (MOD) intends to increase commercial aviation flights at RAF Northolt within the current airspace capacity of 40 commercial movements per day, with a cap of 12,000 commercial movements per year. These civilian commercial movements will be strictly in accordance with extant arrangements. Representatives from RAF Northolt met with the Leader of London borough of Hillingdon, local councillors, and residents' associations to discuss the proposal. No other public consultation took place"*

Quite clearly the coalition Government is expanding RAF Northolt by stealth.

Will the Leader explain:-

1. What discussions has he, or Cabinet members, had concerning the increased use of RAF

- Northolt for commercial use?
2. What response has he, or cabinet members, made to the announcement on increased flights?
 3. What discussions have Harrow Council Officers had concerning the increased use of RAF Northolt for commercial use?
 4. What response has Council officers made to the announcement on increased flights?
 5. What representations has the Leader, Cabinet Members or Council Officers made, and to whom, concerning increased flights?
 6. What engagement or consultation will be taking place with Harrow MPs, Harrow Councillors, Residents Associations or residents concerning increased flights into Northolt airport?
 7. What meetings have taken place with RAF Northolt Community Consultative Group, on which Harrow Councillors used to be a part of?

In responding to the points above I would like to know detail around:-

- a. The flight landing/take off windows for commercial planes
- b. The size of the aircraft
- c. Results of impact assessments on local communities
- d. What has been reported on behalf of Harrow Residents at London Councils or 2M - both of which are considering how to expand airport capacity in London?

Answer:

The Council Motion letter that was sent by the Chief Executive to Harrow's three MPs, the Brent and Harrow GLA member and other neighbouring local authorities, MPs and GLA members.

Despite our approach, ministers have not formally consulted with this Council.

Ministers have directed that the existing self-imposed ceiling of 7,000 commercial movements per year is to be increased to 12,000, which is within the existing NATS limits of 40 commercial movements per day. The increase is to be achieved gradually over the next 3 years.

The increase is to be achieved within existing operating parameters and there is therefore no proposal to extend the existing opening hours and the daily number of commercial movements will remain within the existing 40 movements per day permitted under NATS

guidelines.

Commercial movements will continue to be restricted to quieter aircraft with capacity for no more than 30 passengers. The airfield will remain closed to commercial traffic overnight, Saturday evenings and Sunday mornings.

Ministers have written to local Members of Parliament to inform them of the proposal to increase the number of commercial movements. This follows consultation with DfT, CAA and NATS. RAF Northolt is now beginning a process of discussing the proposal with local Councillors and Residents' Groups. It appears that this consultation did not include Harrow and therefore we do not have the details you have requested.

We will continue to work with our MPs and GLA members to ensure that there is no adverse impact on the residents of Harrow.

Supplemental Question: This Government that talks about openness and transparency consulted with the MP from Ruislip, Northwood and Pinner, who is noted did not respond, said there were no objections but has failed to consult with the borough of Harrow where the flight path goes over and also the limits they talk about on the 12,000 is linked in with the Heathrow Airport Plan and is limited because of Heathrow Airport.

Will you as the Leader of the Council ensure that the Council officers write to the relevant Minister, raising the concerns and clearly spelling out their annoyance that they did not consult with the borough of Harrow or the residents of Harrow?

Supplemental Answer: I entirely agree with you Graham but then our MPs have a greater responsibility of government. You are happy to work with anybody to get the information you want.

5.

Questioner: Councillor Tony Seymour

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

Question: "What was the revenue received by the Council from on street parking in the Pinner Road and Station Road North Harrow for the last three financial years?"

Answer: Income for the area of North Harrow, West Harrow and Pinner Road is as follows:

2010 - £14,842
2011 - £15,519
2012 - £18,921 (and this new pay and display bays in the County Roads increased income over previous years. That is why it is £18,000 rather than £15,000 or £14,000).

The above income data amalgamates figures for Station Road and Pinner Road, North Harrow with data for other nearby roads. Now data for individual road sections is not recorded and would rely in a manual trawl of income sheets for the three years in question. However, an estimate has been made based on figures for the last half year and annualised income for Station Road and Pinner Road, North Harrow is approximately £9,000 to £10,000.

There have been no substantial changes in these roads in the last three years and it is anticipated that the income levels will have remained relatively constant around this figure.

Members will be aware that these particular roads currently provide free parking for one hour. This has been in place since the redevelopment of the Safeway site. Hence the income only reflects vehicles wishing to park for a period in excess of one hour.

Supplemental Question: That is not terribly helpful because it is all grouped together but the one trend is that the revenue is increasing.

In light of your proposal to abolish the one hour free parking on streets in North Harrow, your reasonable expectation that by doing so will increase revenue and the recent statement made by Eric Pickles, Secretary of State for Communities and Local Government, that parking charges are not a tax or a "cash cow" to plug a hole in the Council's budget, will you reassure local businesses and residents that you will reconsider the proposal to abolish the one hour free parking in North Harrow?

Supplemental Answer: You know as I do that one hour free parking was introduced in 2004 when the Safeway site went and what business traders and residents said they would like one hour free parking to help out the businesses. Now businesses have gone, we have a gym on the site. If you recall, going back to 2007/8, when you were in

administration you wanted to introduce charges in North Harrow car park but again the traders were opposed to that. The agreement reached was not to put up any charges if we get a supermarket or similar.

We have got a gym which is working fine and the footfall has gone up. So that is why we would like to be consistent with all other car parks in the borough. We do not want to discriminate against others.

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:

6.

Questioner: Councillor Graham Henson

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

Question: In view of the recent statements that North Harrow Post Office may close; what representation has the Portfolio Holder made regarding:

- (i) the future of Post Office Services in North Harrow, the future of access to Post Offices in the London Borough of Harrow (LBH),
- (ii) what work/transactions are the LBH looking at putting through Post Offices,
- (iii) what work/transactions are the LBH looking at taking away from Post Offices?

Answer: Officers met with the Post Office's Senior Stakeholder Manager in July to discuss Network Transformation. The Post Office has no plans to close the North Harrow Post Office or reduce access to any Post Office in Harrow.

The Post Office has a modernisation agenda for its branches. The Operator of the Post Office in North Harrow may change. If the current Operator does leave, the Council has offered to assist the Post Office in finding a new operator.

The Council has promoted the Post Office's Enterprise Community Fund to involve the Post Office in local communities. This was promoted to businesses and community groups and interest has been shown by a number of organisations. The closing date for

community groups and businesses wishing to engage with this initiative is 18 October.

The Council will explore the Post Offices offices as one mechanism for residents to use for Personal Payments.

The use of cash giro payments ceased in April 2013.

The Council is not looking at taking away further work / transactions from the Post Office in 2013/14 or 2014/15.

7.

Questioner: Councillor Graham Henson

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

Question: "How many street signs in the Borough are awaiting replacement?"

Answer: Harrow has 14,020 street signs (not including street name plates) of which 2,134 are illuminated.

Currently, the Capital Programme allocates for a programme of replacements. Replacement is only being done on a reactive basis.

We do however have a programme of de-illuminating signs to reduce our energy consumption. Through last year's programme we have de-illuminated 514 signs.

Based upon age profile it is estimated that 1,200 signs need replacement, however until specific funds are available to replace these we continue to replace on a reactive basis.

8.

Questioner: Councillor Sachin Shah

Asked of: Councillor William Stoodley, Portfolio Holder for Planning and Regeneration

Question: "What instructions have you given your officers in relation to taking enforcement action against the unauthorised building and floodlights at the Barnet FC ground - The Hive?"

Answer: Officers have already met with the owner/operator of the Hive to discuss means of resolving the current breaches of planning regulations, including the unauthorised West

Stand and stadium floodlights.

In respect of the floodlights and the unauthorised West Stand which formed the basis of the Planning Committee's recent reasons for refusal of planning permission, officers from Planning and Legal Services are in the process of preparing an enforcement notice. This is expected to be served on the property shortly. The enforcement notice will require the removal of both structures within a specified time period.

Officers have also written separately, under environmental protection legislation, about the use of the floodlights and the nuisance that these have the potential to cause. Further assessment of the floodlights' impact as part of a process of determining whether the lights represent a statutory nuisance is planned to take place during planned events. Evidence collected will help officers to form a view on the case for serving an abatement notice on the floodlights under this legislation.

9.

Questioner: Councillor James Bond

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

Question: "Can the Portfolio Holder please inform us of the results obtained following the undertaking of the Equalities Impact Assessment survey, and how they have been interpreted in order to justify the changes being proposed to parking arrangements in the North Harrow District Centre?"

Answer: In line with the Council's agreed policy, an EQIA was undertaken in respect of the Parking Charges review to accompany the consultation on the review. This was reported to Cabinet in October 2011, where it was resolved to agree the new structural format for parking and permit charges based on the parking and permit charges consultation.

The EQIA concluded that there were "No adverse impact on any equality groups has been identified. However the revised Parking Management and Enforcement Plan will offer benefits to those requesting the provision of disabled parking spaces." A copy of the EQIA can be provided on request.

10.

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: "The report on the agenda today, shows that because of your inability to get polices either though your own group, or in relation to PRISM, past Councillor Hall, you have massively overspent your budget. What will you be doing to bring this budget back in to balance?"

Answer: The report on the Cabinet agenda details forecast performance against budget as at quarter 1.

As at Quarter 1, the Council is forecasting an overspend of £2.2m, which equates to variance of 1% against the Council's total General Fund budget of £181m. This forecast overspend assumes that all of the contingency budgets will be spent. These contingency budgets (totalling £3.2m) will be monitored as we progress through the year.

At Council on 29 February, Members approved savings of £22.8m for 2013/14. These savings are monitored in detail and are rated by officers on a RED / AMBER / GREEN scale for deliverability. At present £5.5m of the 2013/14 savings are rated as RED. These savings are detailed in the appendix to the Cabinet report. Officers are working to deliver all of the savings and the status of the savings are reviewed on a monthly basis and by Cabinet on a quarterly basis.

11.

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: At the Planning meeting held on 1st August 2013 you declared a non-pecuniary interest in that you had been involved in the Hive in your capacity as Portfolio Holder for Property and Major Contracts. Given you have previously declined to answer my questions on the issue

because you have not been involved, please can you set out the areas that you have been involved with, which led you to make this declaration?

Answer: As Portfolio Holder for Property and Major Projects within the previous administration, I was consulted on the proposals to vary the lease terms to permit professional football to be played at the Hive. My involvement extended to a site visit to The Hive and to Underhill, to review the facilities and to witness a professional football match, and to meetings with the Corporate Director and Portfolio Holder for Planning and Regeneration to discuss the terms under which the lease with the operator might be varied, prior to the meeting of Cabinet in July 2012.

As Portfolio Holder I have also been updated regularly on potential breaches of the lease at The Hive.

12.

Questioner: Councillor Phillip O'Dell

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 the Leader of the Council provide an update on the Homes in Multi Occupation Registration Scheme?"

Answer: The Housing Act has two categories of licence available for HMOs: the mandatory scheme for licensing larger HMOs and the optional, additional local scheme for licensing smaller HMOs. Harrow operates both these schemes and, to date, has licensed a total of **531** HMOs, 189 under the mandatory scheme and 342 under the local scheme.

The identification and licensing of HMOs remains a key work area for the Private Sector Housing team in Community Safety. So far this financial year, a total of **25** new properties have been identified and licensed as HMOs.

13.

Questioner: Councillor Bill Phillips

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

Question: SNT3

Bearing in mind the significant increase in the birth rate in Harrow that is putting enormous pressure on our education system. What is the extra cost that is expected in the pro rata increase in the requirement for Special Needs Transport?

Answer: The service is already experiencing an increased demand for special needs transport services to schools. The starting number of children in September 2012 was approximately 480 and this increased during the year to approximately 520. In September 2013 the number is already in the region of 525 and this is expected to increase to around 570 by the end of the year. Therefore it is reasonable to assume continuing increase in the birth rate will lead to an increased need for special transport services. Due to the increase there will be a need for growth in the financial year 2014-15 that it is difficult to estimate at this stage until the needs of individual children and the overall cohort requiring special transport services is analysed and understood more clearly.

14.

Questioner: Councillor Bill Phillips

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

Question: SNT3

Where the service is to be outsourced, it is noted that the majority of the management structure is retained in house in order to manage the contracts and to define and manage the routes to be let. Why is this when it would appear logical that outsourcing the most expensive part of the organisation, the definition of the routes and their management, would surely mean that contractors can define optimal routes that accommodate their own existing workload would surely generate a greater saving for them and consequently a much lower bid to us?

Answer: It is proposed that the routing and scheduling of all routes remain in-house using the software introduced as part of SNT 1. The management team have vast experience of ensuring routes are optimised as much as possible, taking into account the special requirements of individual pupils. The team know and understand the needs of all the pupils transported which is not something that would be easily transferred to external providers. We will obviously review this on a yearly basis. When the outsourcing has bedded down we will consider other ways to manage this.

15.

Questioner: Councillor Bill Phillips

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: SNT3

In recommendation 2 of the report it is noted that a major part of this contract could be let under delegated powers to the Corporate Director of Children and Families. This is a major delegation that covers not just a major outsourcing contract but also the jobs of many of the council's staff. Why are the cabinet abrogating this level of responsibility for such a major decision?

Answer: This is a delegation that is allowed under the constitution and it is appropriate for the corporate director to manage the service and staffing implications of a decision required to ensure operational effectiveness of a service within their remit (subject to the receipt of advice as appropriate).

16.

Questioner: Councillor Bill Phillips

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

Question: SNT3

In section 6.1 the report notes that the vulnerable young people that use this transport will be supervised and driven by staff that "would tend to be employed on a strict 'hours for pay' basis" (probably a zero hours

contract) “less generous sickness benefits and different pension provisions. It is normally the case that drivers are self-employed...”. What instance of lateness, non-show or poor driver behaviour will be acceptable under this arrangement and what penalties are to be levelled at contractors who deliver the poor service that will be a consequence of driving the contract into such a paucity of employment practices?

Answer: Under the existing framework used currently for taxi style routes there is already a process to default any contractors who do not meet the standards laid out in the contract. All instances of failure are pursued with individual contractors and persistent failures will lead to removal from the route. Most contractors embrace the regularity of contract work and therefore ensure that any price bid for a route are economically viable to both them and their drivers. Monitoring of the contractors in the current framework is already part of the management team’s role and this will become more extensive if and when more routes are outsourced.

17.

Questioner: Councillor Bill Phillips

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

Question: SNT3

In section 6.5 of the report it states that the management team will need to be increased because of the increased workload managing this contract. Could the Portfolio Holder advise us as to how much the management team will be increased.

Answer: The wording does not actually say that the management team will need to be increased. It is proposed the management team will actually reduce and a saving of £70k is included in the figures provided. What is does say is that the team would spend a greater proportion of their time managing the external contractors to ensure compliance with the contract.

18.

Questioner: Councillor Bill Phillips

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

Question: SNT3

In section 6.4 you state that by tendering a few routes you will be able to ensure that the leased vehicles will reach their optimal price. How are you going to measure this and manage the balance of routes let with vehicles released for sale?

Answer: It is proposed that the Special Needs Transport Service Manager will work with colleagues in procurement and legal services alongside Fraikin Ltd who provide the vehicles under lease to ensure the best possible price is achieved for all vehicles that need to be returned. Making sure sufficient vehicles are kept to cover the remaining routes will be part of the service manager's role going forward.

19.

Questioner: Councillor Bill Phillips

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

Question: In section 6.6 you state that a 2nd framework contract will have to be let. Could you explain the reason why the first framework contract is deficient as normally framework contracts by their nature allow for the increase in the number of contractors within the framework?

Answer: Currently there are 16 contractors or providers on the existing framework and at the moment Harrow only use the framework to utilise taxi style routes with fewer individual passengers on each route. This framework is also currently used by Barnet Council to provide transport assistances for many of their routes, including minibus style routes. It is envisaged that the existing companies on this framework may not have the capacity to take on all the minibus style routes that Harrow will be requesting going forward. The reason for requesting approval to let a possible second framework is to try and encourage community transport providers and charitable organisations to join and therefore give a wider variety of providers.

20.

Questioner: Councillor Graham Henson

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: What training, and on what dates, has taken place by each Cabinet Member to ensure that decisions reached by Cabinet are in accordance with their PSED.

Answer: All Cabinet decisions are made with due regard to the Public Sector Equality Duty and Cabinet Members with voting rights have attended equalities training as follows:

Councillor Idaikkadar attended Equality and Diversity training on 1 June 2011 and training on Equality Impact Assessment on 5 March 2013 and on 5 September 2013.

Councillor Ismail attended Equality and Diversity training on 9 December 2010 and training on Equality Impact Assessment on 5 September 2013.

Councillor James attended Equality and Diversity training on 23 June 2010 and training on Equality Impact Assessment on 5 September 2013.

Councillor Khalid attended Equality and Diversity training on 23 June 2010 and training on Equality Impact Assessment on 5 September 2013.

Councillor Omar attended Equality Impact Assessment training on 5 September 2013.

Councillor Stoodley attended Equality and Diversity training on 9 December 2010.

21.

Questioner: Councillor Graham Henson

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

Question: What engagement has taken place with service users concerning the development of "My Community ePurse" and what strategy has the Portfolio Holder developed to deal with any concerns that have been raised by users.

Answer: My Community ePurse has been a direct development based on the feedback from service users over the last four years of Personalisation in adult social care. The system has been designed to overcome the challenges of enabling accessibility and real choice for most service users we support. This will dramatically improve accessibility of personal budgets and lead to greater choice of services and activities for service users.

During the final development and implementation phases of MCEP we have had a number of feedback sessions with services users and providers. Adult services have carried out a full pilot of the solution with 50 service users and their families over the last nine months to ensure a robust final solution is implemented. This pilot has been an example of one of the most collaborative projects across the Council with more than ten departments involved. The Adults services Local Account Group has also looked at the solution in detail and provided very valuable input into the final stages.

Since taking over as Portfolio Holder, I have taken a strong interest in the project and I am committed to working together with service users and their families to plan and develop MCEP for the Harrow Community. Any issues raised by users are directly fed into the project lead at regular update sessions and dealt within the framework for the overall project governance.

22.

Questioner: Councillor Graham Henson

Asked of: Councillor Krishna James, Portfolio Holder Adult Social Care, Health and Wellbeing
[Response provided by Councillor Asad Omar, Deputy Leader and Portfolio Holder for Environment and Community Safety]

Question: With the increased incidents of domestic violence, and the many that go unreported, what policies and strategies has the Portfolio Holder developed to support and encourage victims to report this crime.

Answer: National research suggests that domestic violence everywhere is under reported and there is no reason to think that Harrow is an exception to that national picture – either better or worse. The Council, the Police, the Health Services and Voluntary and Community Organisations working in this field tend to concentrate on the victims at most risk of serious harm and less

attention has been paid to earlier intervention and prevention which could be accessed with earlier reporting.

While reports to the Police of Domestic Violence in Harrow rose by 8.5% in the first quarter of 2013/14 compared with the same period in the previous year, and despite the fact that Domestic Violence represents a higher proportion of crime in Harrow than in any other London Borough, we need to place these figures in perspective.

In Harrow in the calendar year 2012, the number of domestic violence reports to the Police was the 27th highest in London and the rate of reporting in Harrow per 10,000 population was also the 27th highest in London.

It is tempting to see the increased number of reports in the first quarter of this year as evidence of increased reporting but, in the absence of new publicity encouraging earlier and more frequent reporting, this would be hard to justify.

It is also the case that the definition of domestic violence changed with effect from March 2013 to include cases where the victim is aged between 16 and 18 which previously would have been regarded as safeguarding issues. In Harrow, as well as normal population growth, this change brought an additional 6,343 young people within the scope of Domestic Violence reporting.

However, the number of cases referred to the Council for child safeguarding reasons that include an element of domestic abuse is increasing which provides opportunities for early intervention including recommending attendance at perpetrator programmes to address offending behaviour.

Children's and Families Directorate has recently created a specialist post just to focus on Domestic Violence and young people and a vulnerable Young People Panel to pick up cases of sexual exploitation, Domestic Violence, and gang related abuse of young women or girls to ensure they are offered the right support package.

The best prevention comes from educating young people about what constitutes a healthy relationship and a project to do this has recently won funding from the Mayor's Office for Policing and Crime and is expected to begin working soon.

23.

Questioner: Councillor Graham Henson

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

Question: How will affordable housing opportunities be prioritised and how will he ensure that they will be delivered on time?

Answer: Delivery of new affordable housing is a key priority of this Administration. On 20 June 2013, Cabinet approved the first phase of an Affordable Housing Programme to build new affordable homes on vacant and/or underutilised land within the Council's existing HRA estate. This is being progressed and the tender process is underway to appoint a Development Management Service to progress the programme on the prioritised sites to enable building to commence in 2014. Other opportunities identified in the Cabinet report on 20 June such as the potential for estate regeneration are also being progressed. A detailed project plan is in place and progress is monitored and reported regularly, including to Improvement Board.

In addition to this new programme, in which the Council is taking charge of delivering new affordable housing on its own land, we also continue to negotiate with private developers through the planning application process for a percentage of housing on private residential developments to be provided as affordable housing. Delivery of these homes is monitored monthly against annual targets and reported regularly, including to Improvement Board.

As Portfolio Holder, I receive regular briefings on this very important issue and am kept apprised of progress against the project timetable.

24.

Questioner: Councillor Graham Henson

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

Question: With the Council facing significant financial challenges to its budget, having to reduce costs by £75 million so far and recent announcements that further savings of £60 million will need to be made over the next few years, will the Portfolio Holder explain what strategies she has put

in place to meet the increased budget pressure due to a rising number of child protection plans and new children looked after.

Answer: The strategic approach to the increasing budgetary pressures within our continued rising number of child protection plans and new looked after children is to keep accurate and thorough sight within our revenue budget monitoring with stronger emphasis on these areas; whereby this expenditure will be scrutinised and using comparable data as part of benchmarking. Using the Ofsted inspection as a measurable comparable to address the outcomes and using other comparable neighbouring local authorities as an additional source to support this cohort.

25.

Questioner: Councillor Graham Henson

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

Question: In this financial year, by month, how many Council tenants have been evicted, how many Council tenants have been threatened with eviction (up to and including court action) due to non payment of rent, how many are being prosecuted for non payment of rent and how many have reached a repayment schedule with the Council.

Answer: We have evicted two tenants in this financial year. One in April and one in May.

In benchmarking terms we are upper quartile in relation to this indicator.

In relation to threatened with eviction up to and including court action we have served 295 Notice Seeking Possessions between April and the end of August 2013. In April it was 55, in May it was 72, in June it was 44, in July it was 56, and in August it was 68.

In terms of court action and actual court hearings we have instigated possession proceedings and have had court hearings in respect of 59 households between April and August 2013.

In April there were 9, in May there were 12, in June there were 11, in July there were 20, and in August there were 7.

We have made 138 arrangements with tenants in

respect of rent arrears between April and August 2013. A monthly breakdown is not available at this time due to an IT problem.

Our main priority is to support and advise tenants with rent arrears so that they can remain in their homes; the fact that we have evicted only 2 tenants this year, whilst regrettable, shows that our preventative approach is successful.

As Portfolio Holder I receive regular updates on the performance of the income management team.

26.

Questioner: Councillor Graham Henson

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

Question: “Recently within the local newspapers it was reported that the Council was surveying residents to ascertain demand for a Council owned bullion storage centre in either the town centre or on the civic site. How much has been spent so far on this proposal, what are the financial estimate for delivering such a project, what are the cost implications to the residents of Harrow?”

Answer: Following restrictions to the opening and use of safety deposit box services in London, some residents have asked me to consider setting up a facility to safely store their gold.

“We have therefore carried out an initial scoping project and survey to assess whether there is a public appetite for this and to explore the services currently available to our residents.”

This work has cost the council £3,900 in total. The next step will be to carry out a feasibility study to see where the service might be set up and whether the overall set up costs would be worth us doing. To be clear, the Council will not undertake this project if it was to cost taxpayers any money and if this project were to go ahead the Council would look to recoup the spend so far.

27.

Questioner: Councillor Janet Mote

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

Question: "Though the decision has now been reversed, can you confirm why dog waste bins were removed from parks three months before the original contract was due to end, and can you confirm whether all removed bins have now been put back?"

Answer: The waste removal contractor originally required 6 months notice to terminate services. However, Council officers negotiated an early termination period which did not include any financial penalties. Bin removal was scheduled to dovetail into the contract termination.

Some bins were removed and these have all been replaced.

28.

Questioner: Councillor Graham Henson

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

Question: "What plans are in place to ensure that the agreed budgets are met over the 2 financial years 2013/14 and 2014/15 in regard to Council Committee structures and the Mayoralty?"

Answer: Agreed plans are in place to meet targets for 2013/14 and officers will work with Mayor and Group Offices to deliver on 2014/15 budget.

686. Key Decision Schedule - September to November 2013

Following questions by a non-voting non-Executive Cabinet Member, it was noted that the following items set out in the Key Decision Schedule (KDS) for the month of September had been deferred: Harrow School SPD, Major Works Procurement and Youth Justice Plan. The same Member questioned the delays on these items, which would impact on the Council's ability to achieve a balanced budget.

The relevant Portfolio Holders reported as follows:

- Harrow School SPD had been deferred to October Cabinet and that this would allow for an extended six week consultation period, as requested by the non-voting non-Executive Cabinet Member;
- Youth Justice Plan would initially be reported to the Overview and Scrutiny Committee on 17 September 2013 and thereafter to Cabinet. The delay in bringing the Plan to fruition had been as a result of the challenges in such policy areas;
- Parking Review, 20 minute free parking initiative, would be reported to Cabinet on November 2013 and early indications showed that the figures were in line with budget assumptions.

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

687. Progress on Scrutiny Projects

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

RECOMMENDED ITEMS

688. Community Safety Plan

The Portfolio Holder for Environment and Community Safety introduced the report, which set out key community safety priorities in response to both the Strategic Assessment of crime in Harrow and the ambitions for the police set by the Mayor's Office for policing and crime. He added that the Plan which included measures to protect residents had been set for a period of three years.

In response to various questions from a non-voting non-Executive Cabinet Member, the Portfolio Holder for Environment and Community Safety, the Chief Executive and an officer responded as follows:

- burglary was key issue and as part of the campaign titled 'autumn nights', advice would be provided to residents on how to take precautions, such as locking doors and windows, keeping valuables safe, and how the use of electronic devices could help keep their homes safe against burglars. A sum of £8,000 had been received to help advertise the project which would be implemented soon to coincide with the early evenings from October 2013 to February 2014;
- that the borough's position from second to seventh in terms of overall crime in London, whilst disturbing, would be addressed by the Borough Commander through improved co-ordination of information and interventions across the seven key crime areas;
- with regard to domestic violence, Harrow was ranked 27th in London. Long term preventative work was being explored with MOPAC (The

Mayor's Office for Policing and Crime), and the Children and Families Directorate had already introduced a vulnerable Young People Panel and early intervention measures;

- it was intended to place on record, that contrary to reports, the number of police officers on Harrow's streets was actually going to increase. The perception of crime and fear of crime continued to be an issue;
- despite the spending reductions, the number of Police Officers on Harrow's streets would increase over the next three years compared with 2011 numbers by an additional 46 Police Officers within the Safer Neighbourhood Teams and an additional 30 within other teams. There would be an overall increase the establishment from 416 to 492. This would help increase confidence in the Police and their morale;
- publicity for SmartWater would be renewed to ensure a higher take up than in the past. The number of Neighbourhood Champions had remained static and the project would be re-invigorated through a conference with a key note speaker being invited to address the meeting. The Portfolio Holder expected that Councillor Susan Hall, who had introduced and championed its cause, would be the Council's key note speaker;
- benchmarks had been incorporated in the Plan, as requested by the Overview and Scrutiny Committee.

It was noted that the target figure relating to anti-social behaviour was -5%.

Resolved to RECOMMEND: (to Council)

That the Community Safety Plan 2013-2017 be adopted.

Reason for Recommendation: To comply with Section 6 of the Crime and Disorder Act 1998.

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 to this recommendation as the decision is reserved to Council.]

RESOLVED ITEMS

689. Concessionary Travel - Changes to the Taxicard Scheme - Reference from the Call-in Sub-Committee meeting held on 5 August 2013

A non-voting non-Executive Cabinet Member asked what actions had been taken in regard to the Statement made by the Chairman of the Call-in

Sub-Committee that the changes not be implemented until the Scheme users had been made aware of alternative arrangements with other transport providers, particularly in respect of transport for doctor and hospital appointments.

The Portfolio Holder for Adults Social Care, Health and Wellbeing replied that, within her wider remit, she was seeking meeting(s) with the hospital Chief Executive(s) to address aspects of this issue.

The Leader of the Council agreed to provide the Member with a written response on the actions taken in response to the Statement.

RESOLVED: That the Statement, by the Call-in Sub-Committee Chairman, as set out in the reference report, be noted and that a response be provided on the actions taken.

Reason for Decision: To identify actions taken.

Alternative Options Considered and Rejected: None.

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

690. Special Needs Transport 3

Cabinet received a report of the Corporate Director of Children and Families, which set out the results of the consultations with staff, service users and trade unions on the proposed changes to the Special Needs Transport Service. The intention was to let a new framework contract for transport provision.

The Portfolio Holder for Children, Schools and Families introduced the report and informed Cabinet of the consultation process undertaken following the referral back by the Call-In Sub-Committee of the initial decision taken by Cabinet in April 2013. As a listening administration they had worked closely with the Unions and staff with a view to reviewing the original proposals and she thanked the Unions for their contributions to the process, including their draft proposals. The Portfolio Holder outlined the saving that would be achieved and referred to the further possible outsourcing.

The Divisional Director of Special Needs Service referred to the comments of the Portfolio Holder and the amended proposals following consultations. He too outlined the need for further outsourcing should this become necessary if the required savings were not achieved.

A non-voting non-Executive Cabinet Member referred to the lamentable consultation and asked why the initial consultation had been poor. He questioned whether the outsourcing would be on a rolling basis. In response, the Divisional Director stated that the outsourcing would take place over a couple of years but the detail needed to be defined. He added that the framework under which the outsourcing would operate would be published, subject to the rules of procurement. It would also be guided by how the families chose to use the services.

The same non-voting non-Executive Cabinet Member asked why partial outsourcing had not previously been considered, as it generally helped retain expertise. He also asked if the final outcome had changed since the consultations. The Member was of the view that it would have been helpful if opportunity costs had been included in the report together with how the concerns of staff had been addressed in relation to their transfer under TUPE. He asked if the process would create resilience in the supply chain and whether it would be advisable to do this now. He also expressed concern about the impact of the proposals on the vulnerable.

The Divisional Director and the Corporate Director of Children and Families replied that, on reflection, the initial consultation had been rushed and the report considered in April 2013 ought to have been postponed to a future Cabinet meeting. The fundamental difference between the two reports was an agreed way forward on a partial outsourcing, which had involved work with the Unions and schools. This was underpinned by the need to ensure flexibility to meet future needs. Together with the Portfolio Holder, the Corporate Director, informed Cabinet that safeguarding of children was an important issue and priority and that, in Harrow, 'quality' checks had been instigated. The safe transport of children was imperative and a quality service needed to be in place in order to meet the standards set. In relation to staffing issues, extensive discussions had taken place and a variety of different concerns had been discussed with staff. The arrangements under TUPE would apply but other avenues were being explored.

The Divisional Director added that partial outsourcing would lead to a change in the nature of work which would become more focused on monitoring external providers but it was not expected that work would increase. The business case outlined the savings to be achieved. With any change programme, officers worked initially with estimated figures and, if savings were not achieved, a decision on outsourcing the transport arrangements in relation to Shaftesbury School would need to be considered.

The Corporate Director informed Cabinet that the existing high quality service was valued by the users but her Directorate had to identify savings. Work with a number of key providers was underway.

RESOLVED: That

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

Reason for Decision: The Council had set a two year balanced budget that addressed the loss in government grants and safeguarded essential front-line services. Harrow Council has listened to the views of service users, staff, stakeholders and Trade Unions in altering plans from a full to a partial outsourcing. The Trade Union, Unison, has produced an alternative proposal that officers have analysed and discussed in detail which has in part enabled a recommendation to be made to Cabinet.

If the service was to be externalised to a larger extent, a second framework would 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.

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.

691. Strategic Performance Report - Quarter 1

Cabinet received a report of the Corporate Director of Resources, which summarised Council and service performance for Quarter 1 against key measures and drew attention to areas requiring action.

The Leader of the Council informed Cabinet that this was the first performance report of the financial year. The format of the report had changed to reflect the Corporate Plan and focused on outcomes for residents and service users. The Corporate Scorecard had been redesigned as follows: 66 old measures had been removed, 51 retained and 5 new ones added. Not all measures would be reported quarterly as some outcomes changed relatively slowly, such as health and educational attainment. The data on such items would be included when available. The Leader and the Corporate Director of Resources highlighted some key performance areas.

A non-voting non-Executive Cabinet Member congratulated the Council on some of its achievements, such as the increase in the take up of personal budgets by at least 6%. She was pleased to learn of the review of thresholds and the resultant outcomes in relation to the protection of children. However, the Member remained concerned about the challenges within the Youth Offending team, which showed that it was improving, and enquired about the comparative data for monitoring purposes, including any evidence in any improvements.

In response, the Portfolio Holder for Children, Schools and Families provided examples of some improvements, such as the carrying out of timely visits and an improvement in the assessment conducted. The Portfolio Holder referred to a report on the Youth Justice Plan which had been included on the 17 September 2013 Overview and Scrutiny Committee agenda and she looked forward to the Committee's contributions that would help further improve the service.

The same non-voting non-Executive Cabinet Member enquired about the actions being taken to address the poor performance in relation to NI195, street and environmental cleanliness, which was rated as High Red. She was of the view that the cuts imposed in the Environment and Enterprise Directorate, which had reduced sweepers in Harrow Town Centre and road cleaners in Harrow, had been unprecedented and damaging. Additionally, some of the key routes, such as Rayners Lane, were in a poor state of cleanliness and impacted adversely on all residents of Harrow and the situation was getting worse. She enquired if any independent monitoring was taking place. Additionally, it was disappointing that grass was left to grow with a view to creating meadows and enquired how complaints were monitored.

Another non-voting non-Executive Cabinet Member referred to the dissatisfaction of residents living in the vicinity of Belmont Circle about the poor state of cleanliness. He highlighted the depth of feeling in this regard and the adverse impact on residents. He was of the view that kerb appeal was important to residents. The Member asked if there was a cause for concern in relation to the increase in the number of empty units in the Harrow Town Centre, whether the poor state of cleanliness was a contributing factor and questioned whether the smaller town centres were fit for purpose. He also asked about the resultant impact on business rates. The Member expressed concern about the IT Transformation which was behind schedule and considered this to be a legacy of the bad choices and decisions made by the previous administration, as money could have been used elsewhere such as in the improvement of the borough's Public Realm. Moreover, there had been a significant drop in the percentage of residents who felt that the Council kept them informed, particularly in relation to how consultations were undertaken, notifications given of various consultations and how planning applications were dealt with. Consultation with staff and Ward Councillors was also poor. He asked how the issue of engagement was being addressed, as failure to consult was endemic within the Council.

The Deputy Leader and Portfolio Holder for Environment and Community Safety reported that the cuts in the Environment and Enterprise Directorate in relation to street and environmental cleanliness would be re-examined. Additionally, there was a need for key routes which were swept in the mornings only to be also swept during the day. He explained that re-instatement of any cuts imposed would take time to take effect and that his administration had had done well in a short space of time. He undertook to take up the issue of engagement.

The Corporate Director of Resources stated that that there were no statutory measures required in relation to the length of the grass. The concern over this issue was picked up through satisfaction surveys, including any patterns in complaints from residents. The Director of Finance and Assurance informed Cabinet that, currently, there was no shortfall in the business rates collected which was monitored on a monthly basis.

RESOLVED: That the report be noted and the 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.

692. Revenue and Capital Monitoring for Quarter 1 as at 30 June 2013

Cabinet received a report of the Director of Finance and Assurance, which set out the Council's revenue and capital monitoring position as at 30 June 2013, including the actions required to manage overspend. The Director of Finance and Assurance informed Cabinet that the report included a detailed breakdown of the financial position by Directorates together with the performance against a number of savings as part of the Medium Term Financial Strategy (MTFS) agreed in February 2013.

A non-voting non-Executive Cabinet Member commented that the previous administration had attached a great deal of blame to the government because of the cuts it had imposed on local government. However, the Council needed to appreciate that it was facing tough financial decisions and he was amazed to note the overspend and shortfall across various budgets / Directorates. He stressed that tough times required tough decisions in the management of public money; otherwise contemptible decisions such as the removal of dog bins and keeping park gates unlocked would arise thereby making Harrow an unattractive place to live in. He asked what measures were being taken to mitigate the overspend, including those where the decisions had been reversed.

The Chief Executive responded as follows:

- the Council was facing a future which would require significant amount of savings to be achieved and that the Council was not complacent in this regard;
- future savings would become more difficult to achieve and therefore self awareness and corrective actions had been put in place;
- he was confident that a balanced budget would be achieved at the end of the financial year and that he could not recall a time when this had not happened. Good financial management was at the core of the Council's business.

A non-voting non-Executive Member referred to the overspend on the PRISM project, which she categorised as poor decision-making. She congratulated the Chief Executive for curtailing the project, which had been damaging to staff who had devoted their careers to the Council. She noted that the overspend of £1m on this project was unavoidable.

The same Member referred to other poor decisions and overspends, such as the IT project and shared Legal Practice, including an overspend on staffing in the Procurement Service. She would have expected the Procurement Service to have come in on budget.

The Portfolio Holder for Community and Cultural Services and Housing gave prominence to those budgets that were underspent, such as the Housing Revenue Account (HRA) capital programme and the £150m which had been directed to the provision of affordable housing. He added that his administration was exploring measures that would keep Harrow clean and tidy.

A non-voting non-Executive Member expressed concern over the overspend in respect of the outsourcing of Harrow's library and leisure services and sought clarity on the driver behind an overspend of £380,000. In response, the Portfolio Holder for Community and Cultural Services and the Deputy Leader suggested that the rollover of the decision by the previous administration together with the eventual delay in the decision as a result of the changes in administration had contributed to the overspend.

RESOLVED: That

- (1) the revenue and capital forecast outturn position at the end of June 2013 be noted;
- (2) the both the Revenue and Capital virements detailed in paragraphs 12, 15, 16, 17 and 24 of the report be approved.

Reason for Decision: To present the forecast financial position and actions required to be taken.

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.

(Note: The meeting, having commenced at 6.30 pm, closed at 8.22 pm).

(Signed) COUNCILLOR THAYA IDAIKKADAR
Chairman

This page is intentionally left blank

REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	Appointment of Portfolio Holder Adviser
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Councillor Susan Hall, Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A – Role Profile

Section 1 – Summary and Recommendations

This report sets out the details of Portfolio Holder Adviser and the areas of responsibility.

Recommendations:

That the appointment of Councillor Christine Bednell as Portfolio Holder Adviser to the Portfolio Holder for Children and Schools with responsibility for Children and Schools be confirmed, together with the role profile set out at appendix A to the report.

Reason: (For recommendation)

To enable support to be provided to the Portfolio Holder in terms of information provision and management to contribute and ensure an effective decision-making framework as part of the democratic process.

Section 2 – Report

Introductory paragraph

The elected Leader of the Council is required to notify the information set out below:

- name of the Deputy Leader of the Council
- names of Cabinet Members and their delegated authorities (ie their Portfolios).

The Cabinet confirms appointment of Portfolio Holder Advisers without any decision-making powers to assist Cabinet Members in undertaking the full extent of their roles effectively.

The SRA to the Portfolio Holder Adviser is to be paid only if there is agreement from the Leader and the relevant Cabinet Member. In such an event, the entire SRA paid to the Portfolio Holder Adviser will be deducted from the SRA of the relevant Cabinet Member. The level of Special Responsibility Allowance (SRA) payment for a Portfolio Holder Adviser is £6,630 per annum. Only one SRA payment may be made to a Member, in addition to the Basic Allowance, and the recipient Member is entitled to choose which level of SRA should be paid.

Options considered

None.

Portfolio Holder Advisers

Councillor Christine Bednell is notified appointed as Portfolio Holder Adviser, without any formal decision-making powers. A relevant generic role profile is attached at Appendix A to outline the extent of her duties.

Portfolio Holder Adviser (Ward)	Identified Remit	Responsible Cabinet Member and Portfolio
Councillor Christine Bednell (Stanmore Park)	Children and Schools	Councillor Janet Mote, Portfolio Holder for Children and Schools

Legal Implications

Portfolio Advisers do not have any of the powers of the Portfolio Holder.

Financial Implications

The Portfolio Holder Adviser role attracts a SRA of £6,630 per annum. Only one SRA payment may be made to a Member, in addition to the Basic Allowance. All costs associated with the SRA payment to Members will be contained within the current budget envelope.

Performance Issues

Performance Management will be contained directly within the Group. It is anticipated that the appointment of this role will enhance an effective decision-making process in terms of democratic delivery and thereby deliver an improved experience to residents.

Environmental Impact

There are no specific environmental impacts beyond a contribution to smoother decision-making processes being put in place.

Risk Management Implications

The Council's Corporate Risk Register addresses decision-making and this are would fall within this category.

Risk included on Directorate Risk Register? No

Equalities implications

There are no current equalities implications.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 October 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 October 2013		

Section 4 – Performance Officer Clearance

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

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker



on behalf of the
Corporate Director
(Environment &
Enterprise)

Date: 8 October 2013

Section 6 - Contact Details and Background Papers

Contact:

Daksha Ghelani, Senior Democratic Services Officer

Tel: 020 8424 1881

daksha.ghelani@harrow.gov.uk

Background Papers: Council's Constitution – Article 7 of the Executive Procedure Rules and Part 6, Members' Allowances Scheme

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=62230&Ver=4&Info=1>

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

NOT APPLICABLE

[Call-in applies]

Role Profile - Portfolio Holder Adviser

A Portfolio Holder Adviser (PHA) may be appointed to support a Portfolio Holder in carrying out their duties.

- (a) A PHA may be appointed to advise and assist a Portfolio Holder in all their duties or to assist in a particular specific area.
- (b) A PHA will have the ability to analyse and understand complex issues, identifying a range of information and evidence on which to base decisions and the ability to chair meetings effectively and facilitate open discussion, as directed by the Portfolio Holder.
- (c) A PHA must develop and maintain the relevant skills to enable them to fulfill their responsibilities. These skills supplement those as an elected Member.
- (d) A PHA will have sound working knowledge of policies and issues at national, regional and local levels.

On appointment, the duties of the PHA must be specified and will be subject to the following general considerations. **A PHA will have no decision-making powers.**

Within their specified duties a PHA will:

1. Lead on specific activities for the development of policy as defined by the Portfolio Holder, and brief the Portfolio Holder accordingly **but will have no decision-making responsibilities.**
2. Assist the Portfolio Holder in establishing and maintaining professional, effective and efficient working relationships with opposition groups, chairs of committees and with other Councillors.
3. Undertake such responsibilities as may arise or be required from time to time **other than decision-making.**
4. Deputise as required for the Portfolio Holder within the limits or conditions set by the Portfolio Holder **where this does not require direct Executive decision-making.**
5. With the consent of the Leader, attend and speak at Cabinet meetings (without voting rights) when their area of activity is under consideration.
6. Assist the Portfolio Holder to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed between them.
7. Develop direct, effective working contacts with Corporate Directors, Directors and Heads of Service and their staff and external partners, and assist the Portfolio Holder with maintaining effective policy and management links with them.

8. Assist the Portfolio Holder in building links with other public agencies, the private sector, voluntary sector and community groups to encourage participation, partnership working and reach out to communities of interest.
9. Act as a point of contact for the Portfolio Holder with the relevant political group.
10. Advise and support the Portfolio Holder on particular and ad hoc issues and opportunities arising from their own participation in Council activity and externally, and also on strategic issues.
11. Help to promote specific media opportunities relating to key projects, with regular feedback to the Portfolio Holder.

London Borough of Harrow

KEY DECISION SCHEDULE (OCTOBER 2013 - DECEMBER 2013)

MONTH: October

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 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
OCTOBER						
Property Disposal Programme 2013/14	Authority to dispose of property	Cabinet	17 October 2013	Councillor Stephen Wright Caroline Bruce, Corporate Director of Environment and Enterprise philip.loveland-cooper@harrow.gov.uk Tel: 020 8424 1877	Open but with Private/Exempt (Part II) appendices Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda Report and any related appendices
Planning Obligations Supplementary Planning Document	Adoption of the SPD	Cabinet	17 October 2013	Councillor Stephen Greek Caroline Bruce, Corporate Director of Environment and Enterprise matthew.paterson@harrow.gov.uk Tel: 020 8736 6082	Open	Agenda Report and any related appendices: Planning Obligations SPD, Consultation Responses Report; Harrow's CIL Charging Schedule (including the

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
						Regulation 123 (list)
Youth Justice Plan	For information and approval.	Cabinet Council	17 October 2013 14 November 2013	Councillor Janet Mote Catherine Doran Corporate Director, Children and Families melissa.caslake@harrow.gov.uk Tel: 020 8736 6978	Open	Agenda Report and any related appendices: 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 Susan Hall 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
Capital Programme 2013/14 - additional schools grant funding	Approve an increase in the 2013/14 Capital Programme for additional Targeted Basic Needs grant monies	Cabinet	17 October 2013	Councillors Janet Mote, Tony Ferrari & Stephen Wright Catherine Doran, Corporate Director, Children and Families amanda.henton@harrow.gov.uk Tel: 020 8424 1727	Open	Agenda Report and any related appendices
NOVEMBER						
Review of Council Tax Support Scheme (CTS)	To note the review and agree to continue with the parameter configuration agreed at Cabinet on the 13 December 2012 and subsequently at full Council on 21 January 2013	Cabinet	21 November 2013	Councillor Tony Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harrow.gov.uk Tel: 020 8736 6818	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
DECEMBER						
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 December 2013	Councillor Stephen Greek Stephen Kelly, Divisional Director of Planning Services matthew.paterson@harrow.gov.uk Tel: 020 8736 6083	Open	Agenda Report and any related appendices:draft Harrow School SPD
Calculation of Council Tax Base for 2014-2015	To approve the Council's Council Tax Base for 2014-15	Cabinet	12 December 2013	Councillor Tony Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harrow.gov.uk Tel: 020 8736 6818	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
Calculation of Business Rates Tax Base for 2014-2015	To approve the Council's NDR Tax Base for 2014-15	Cabinet	12 December 2013	Councillor Tony Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harrow.gov.uk Tel: 020 8736 6818	Open	Agenda Report and any related appendices
Draft Revenue Budget and Medium Term Financial Strategy 2014-15 to 2017-18	To approve the draft budget for 2014-15 and MTFs for consultation	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance steve.tingle@harrow.gov.uk Tel: 020 8868 8341	Open	Agenda report and any related appendices: Budget proposals
Draft Capital Programme 2014-15 to 2017-18	To approve the draft Capital Programme for consultation	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance steve.tingle@	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
				harrow.gov.uk Tel: 020 8868 8341		
Revenue and Capital Monitoring for Quarter 2 as at 30 September 2013	To note the forecast position and approve recommended virements	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance steve.tingle@harrow.gov.uk Tel: 020 8868 8341	Open	Agenda Report and any related appendices
Council Fees and Charges	Agree the Fees & Charges to be implemented from the dates indicated in the report	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance steve.tingle@harrow.gov.uk Tel: 020 8868 8341	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
Collection Fund 2013-14	Note the estimated surplus on Collection Fund and agree the amount to be transferred to the General Fund	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance hasina.shah@harrow.gov.uk Tel: 020 8424 1573	Open	Agenda Report and any related appendices
Draft HRA budget 2014-15, draft MTFs 2015-16 to 2017-18, draft HRA Capital budget 2014-15 to 2017-18	To approve the draft budget for consultation; to approve the proposed rent increase for consultation; to approve the proposed increases in fees & charges for consultation; to approve the draft capital budget for consultation	Cabinet	12 December 2013	Councillor Tony Ferrari Paul Najsarek, Corporate Director, Community Health and Wellbeing / Simon George, Director of Finance and Assurance dave.roberts@harrow.gov.uk Tel: 020 8420 9678,	Open	Agenda Report and any related appendices: draft HRA budget, proposed rent increase; schedule of proposed fees and charges; draft HRA Capital Programme

HARROW COUNCIL CABINET 2013/14

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Community Safety & Environment	Susan Hall	Conservative Group Office, Room 102 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, Adults & Housing	Barry Macleod- Cullinane	Conservative Group Office, Room 102 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
Business & Enterprise	Kam Chana	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07779 133457 Group Office: (020) 8424 1852	Email: kamajit.chana@harrow.gov.uk
Children & Schools	Janet Mote	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Home: (020) 8868 9315 Group Office: (020) 8424 1852	Email: janet.mote@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Communications, Performance & Resources	Paul Osborn	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Home: (020) 7692 7188 Group Office: (020) 8424 1852	Email: paul.osborn@harrow.gov.uk
Community & Culture	Manji Kara	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07919 016535 Group Office: (020) 8424 1852	Email: manji.kara@harrow.gov.uk
Finance	Tony Ferrari	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07914 961035 Group Office: (020) 8424 1852	Email: tony.ferrari@harrow.gov.uk
Health & Wellbeing	Simon Williams	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07796 580010 Group Office: (020) 8424 1852	Email: simon.williams@harrow.gov.uk
Planning, Development & Regeneration	Stephen Greek	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07779 639408 Group Office: (020) 8424 1852	Email: stephen.greek@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Property & Major Contracts	Stephen Wright	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07899 920133 Group Office: (020) 8424 1852	Email: stephen.wright@harrow.gov.uk

Non Executive Members	Councillor	Address	Telephone no.	Email
Leader of the Independent Labour Group	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
Leader of the Labour Group	David Perry	The Group Office Room 109, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897 Mobile: 07505 430133	Email: david.perry@harrow.gov.uk
Labour Group	Graham Henson	The Group Office Room 109, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897 Mobile: 07721 509 915	Email: graham.henson@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, discussions are taking place with the Chairman of the Overview and Scrutiny committee, the scrutiny leadership group and the Director of Finance and Assurance 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	Received in October 2013 Response from officers November 2013	The final report from the project was agreed by 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. Consultation with residents to ascertain the reason for non-take up of health check opportunities is a key focus of the review. Final recommendations will hopefully assist in the effective use of this public health resource and improved take up where this can contribute to improved well being of residents

<p>Joint Overview and Scrutiny Committee 'Shaping a Healthier Future'</p>	<p>Joint Committee</p>	<p>Update reports will be provided for O&S and Cabinet (for information)</p>	<p>If required</p>	<p>As previously reported, NHS NW London has announced its proposals.</p> <p>At the last meeting of the joint committee in September councillors from across the seven boroughs agreed to continue meeting to consider the ongoing implementation of the Shaping a Healthier Future proposals – it is anticipated that full implementation will take up to 5 years.</p> <p>The next meeting of the Joint Committee has been scheduled for 3rd December 2013.</p>
<p>Child's Journey Through Care</p>	<p>Light touch review</p>	<p>Final Report to O&S and Cabinet</p>	<p>TBC</p>	<p>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. This can support Children's Services preparation for the next Ofsted inspection</p> <p>The review is likely to commence in the autumn.</p>

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

LONDON BOROUGH OF HARROW

CABINET – 17 OCTOBER 2013

**REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 17
SEPTEMBER 2013**

REPORT OF THE ACCESSIBLE TRANSPORT SCRUTINY REVIEW

Members received a report from the Divisional Director of Strategic Commissioning which outlined the findings and recommendations of the Accessible Transport Scrutiny Review with regard to the accessibility of public transport in the Borough.

A member of the Review group commended the report to the Committee and thanked all those involved in both the review and the report. This was endorsed by another member of the Review group who also advised that Harrow was the first borough in London to have a community bus stop.

RESOLVED: That (1) the report of the Accessible Transport Scrutiny review be noted;
(2) the recommendations included in the report be agreed and referred to Cabinet for consideration.

FOR CONSIDERATION

Background Documents:

Draft minutes of the Overview and Scrutiny Committee – 17 September 2013

Contact Officer:

Alison Atherton, Senior Professional Democratic Services
Tel: 020 8424 1266
Email: alison.atherton@harrow.gov.uk

This page is intentionally left blank

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	17 th September 2013
Subject:	Report from the Accessible Transport Scrutiny Review
Responsible Officer:	Alex Dewsnap Divisional Director – Strategic Commissioning
Scrutiny Lead Member area:	Councillor Philip O’Dell – Performance lead Environment and Enterprise Councillor Stephen Wright – Policy lead Environment and Enterprise
Exempt:	No
Enclosures:	Report from the Accessible Transport Scrutiny Review Appendix A: Evidence from the Accessible Transport Scrutiny Review

Section 1 – Summary and Recommendations

This report outlines the findings and recommendations of the Accessible Transport Scrutiny Review with regard to the accessibility of public transport in the Borough.

Recommendations:

Councillors are recommended to:

- I. Consider the report of the Accessible Transport Scrutiny review
- II. Agree the recommendations included in the report
- III. Refer the review’s recommendations to cabinet for consideration

Section 2 – Report

Introductory paragraph

Despite much of the work done by the Council and its partners, significant barriers to accessible transport still exist. Accessibility to transport is an issue raised time and time again by residents of Harrow – both by residents with

disabilities and without. These concerns have been the main drivers for this review.

The review group has sought to identify the extent and significance of barriers to accessible transport in Harrow by interacting and travelling along with residents. With this knowledge, the review group has suggested improvements for the Council to undertake in cooperation with its partners.

Financial Implications

There are no financial implications associated with this report. However, if the report's recommendations are accepted, the services considered will provide detail of any costs likely to be incurred.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report. However, if the report's recommendations are accepted, this may encourage the use of public transport.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications

Was an Equality Impact Assessment carried out? No

An Equality Impact Assessment was not carried out as the report includes no proposals for service change. Where changes result from the acceptance of this report's recommendations, these will be accompanied by an Equalities Impact Assessment.

Corporate Priorities

- Supporting and protecting people who are most in need.
- United and involved communities: A Council that listens and leads.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Simone van Elk, Scrutiny Officer, 020 8420 9203

Background Papers: No

September 2013

Overview and Scrutiny Committee

Accessible Transport

Report from Scrutiny Review Group

Members of the review group

Councillor Sue Anderson (chair)

Councillor Marilyn Ashton

Councillor Jerry Miles

Councillor John Nickolay

Councillor Stephen Wright

Tony Wood – Harrow Public Transport Users Assn

TABLE OF CONTENTS

	Page
1. Chair's foreword	2
2. Introduction and scope	4
3. Policy background	5
<i>Responsibilities for the provision of public transport</i>	5
<i>Funding situation</i>	5
4. Findings and recommendations	7
<i>The significance of accessible public transport</i>	7
<i>Pavements and footpaths</i>	8
<i>Buses and bus stops</i>	11
<i>Trains, underground (tube) and overground</i>	13
<i>Stations</i>	16
<i>Travel information</i>	18
<i>Consultation with residents</i>	19
5. Conclusion	20
6. Recommendations	21
7. Acknowledgements	23

1. CHAIR'S FOREWORD

1.1 Accessibility to transport is an issue raised time and time again by residents of Harrow – both by residents with disabilities and without. The concerns expressed by residents have been the main drivers for this review. During the review, we have sought to identify the extent and significance of barriers to accessible transport in Harrow and with that knowledge, suggest improvements for the Council and Transport for London (TfL) to undertake.

1.2 I would like to thank the residents who attended our seminar as well as the residents who took the time to complete our consultation. I would also like to extend a thank you to the two residents who gave up their time to travel through the borough with members of the review group - they were instrumental to the conclusions of this review. The support from many community groups in informing their members about the review is much appreciated also.



1.3 The local bus company Metroline has cooperated with the review by attending our seminar and contributing valuable information. The double-decker bus they provided enabled those attending the seminar to get familiar with the bus in a quiet environment and with the assistance of staff. I would like to thank Metroline for their cooperation and support.

1.4 I also want to thank the representatives from London TravelWatch, Harrow Community Transport, London Sovereign, Metroline, London Underground Limited and Transport for London who attended our round table discussion. They provided us with valuable

information, were open to discuss the difficulties identified during the review and joined us in thinking about potential solutions.

1.5 The officers of Harrow Council have been very supportive of our work and I would like to thank all of them for contributing their knowledge and time - sometimes at short notice: Peter Barron, Matthew Patterson, Stephen Kelly, Hanif Islam, David Eaglesham, Phil Greenwood, Ann Fine, Paul Newman, Mohammed Ilyas, Paul Najsarek and Fern Silverio. I also want to extend a special thanks to the scrutiny officer supporting this review, Simone van Elk, for all her hard work.

1.6 A final thanks to the co-optee to this review, Tony Wood, for contributing his time as well as his extensive knowledge and expertise which have proved to be invaluable.

1.7 The policy around provision of public transport cuts across many different organisations and as such it can be challenging for the Council to impact on outcomes directly. We have made a number of recommendations to Cabinet which we hope will strengthen the Council's work on accessible transport and influence the work of its partners.

On behalf of the members of the review group, I commend this report.

Councillor Sue Anderson

Chair of the Accessible Transport review

2. INTRODUCTION AND SCOPE

2.1 Residents of Harrow have indicated repeatedly that the accessibility of transport in the borough is of concern to them. The review has included a seminar with residents, journeys through the borough with two residents with different disabilities and a consultation to gain an understanding of the positive and negative aspects of the accessibility of public transport in the Borough.

2.2 Truly accessible transport enables people to travel from door-to-door. As well as looking at transport provided by Transport for London (TfL) and train companies, the review has also focused on the Council's provision of public highways (roads, highways and pavements). While public highways aren't strictly modes of transport, they are a necessary means to reach any transport. The interaction between the Council and transport providers has been a constant factor. The members of the review group have therefore met with Council officers to gain information as well as organise a roundtable discussion with both officers and providers of transport to discuss issues raised by residents and the possibilities for improvements.

2.3 The budgets available to improve the accessibility of transport are generally limited. This not only prohibits large scale projects from taking place but also means that smaller works need to be carefully prioritised. In that context, this review has sought to make a number of recommendations that are efficient and (relatively) cost-effective as well as identify priorities for future works that are of a larger scale and more costly.

2.4 The aims of the review have therefore been to:

- identify the issues arising from using public transport on the life opportunities of people with disabilities or with restricted mobility, as well as other residents in Harrow
- identify priority developments in Harrow to enhance the life experience for people with disabilities or restricted mobility – several priorities could be identified but cost may determine the priority
- support the Council's lobbying position with Transport for London
- support the development of the town centre

2.5 The review group has focused on the accessibility of *public* transport. Concessionary travel such as Dial-a-Ride, Taxicard scheme and Community Transport are not open to the general public and as such these services including their eligibility criteria have not been a part of this review.

3. POLICY BACKGROUND

Responsibilities for the provision of public transport

3.1 TfL provides the overall majority of public transport in London: tube, overground, buses, Docklands Light Railway (DLR), riverboats and tram services. Bus routes are generally provided by bus companies commissioned by TfL, while TfL manages the underground and overground services either directly or via a limited company.

3.2 The train services in London are provided by a number of different companies, some sharing train routes. Stations that allow interchanges between different modes of transport are generally managed by only one of the organisations using the station.

3.3 Harrow Council is responsible for the provision and maintenance of a large proportion of the streets in the borough. This includes the provision of even pavements, dropped kerbs, arrangement for crossings, traffic signs and the provision of bus stops – this includes kerb height and street markings but not the bus shelters or travel information.

3.4 The Council is also responsible for implementing some of the transport policies identified by the Mayor of London. The Mayor's Transport Strategy (MTS) lists the Mayor's plans for the overall development of public transport in London for the period up to 2031. The MTS lists six goals, three of which are particularly relevant to the accessibility of transport:

- to enhance the quality of life for all Londoners
- to improve transport opportunities for all Londoners
- to support the delivery of the London 2012 Olympic and Paralympic Games and its legacy¹

The Council sets out how it will support the implementation of the MTS in its Local Implementation Plan (LIP), for which TfL provides funding.

Funding situation

3.5 The budget provided to the Council via the LIP for 2013-2014 is £1,743,000, of which £126,000 is spent on projects specifically designed to increase accessibility. The Council does take account of accessibility requirements in all its transport projects, so an additional £87,000 from the LIP is estimated to be spent on improving accessibility as part of other projects.

¹ These goals were set out in the Mayor's Transport Strategy of May 2010 on page 6 and 7 of the Executive Summary.

3.6 Another source of funding for infrastructure and transport comes from building developments in the borough. The Council assesses whether a planning application requires new or additional transport infrastructure, and in those cases a financial contribution towards those infrastructure developments is required. In the past few years, these contributions have amounted to roughly: £0.6m in 2010-11, £0.2m in 2011-12 and £3.4m in 2012-13.

3.7 In addition, the Community Infrastructure Levy (CIL) sets a non-negotiable levy per square metre for developments in the borough. The CIL is estimated to generate £1m per year in the next 10 years. The current arrangements for the CIL haven't fully addressed the decisions about how to spend the revenue - parts of the revenue could be used to improve accessibility of transport.

3.8 Harrow Council's total infrastructure bill is estimated at £137m, of which an estimated £60m is designated to be spent on transport. Funds to improve accessibility are limited compared to the number of improvements that could be made, and especially compared to the cost of the larger improvements such as step-free access at stations. A previous study has made a rough estimation that the costs of installing lifts at Harrow-on-the-Hill station would total in the region of £25m.

3.9 The responsibilities for providing public transport are shared between several organisations, so decisions about and funding for improving accessibility to public transport are mostly also shared. TfL prefers to participate in projects where funds are to some extent matched by the borough or other participating organisations.

4. FINDINGS AND RECOMMENDATIONS

The significance of accessible public transport

4.1 Residents have provided the members of the review with a wealth of information about the importance of access to public transport as well as an account of how transport enables them to visit shops, central London and access any of a number of other services. Despite significant barriers to travel, the two residents that participated in the journeys through the borough indicated that they use public transport frequently and travel widely.



4.2 Unfortunately, other residents have indicated that it was difficult for them to travel long distances, use certain modes of transport or travel during rush hour, and some felt restricted to local venues or only one mode of transport. One resident, who uses public transport frequently, commented that she has never been able to travel alone - she is nearly thirty. She felt there were too many things that could go wrong which make travelling alone too risky. Members are concerned by the barriers that exist for access to services but also crucially to finding suitable work. Having to travel to work exceptionally early in the hope of having space on a bus for your wheelchair is difficult enough when your employer allows flexible working hours, let alone when employers can't or won't.

4.3 Unexpected circumstances only serve to increase these difficulties. One resident tells a story of when she was travelling with her father. At the station they wanted to get off, they couldn't see the employee with the ramp, so her father left the train to try and find the employee. While he was off the train, the doors started closing and the train started to

leave. This resident couldn't have reached the open doors button herself to try to stop the train from leaving. If a fellow passenger hadn't used the emergency stop, which meant the train stopped at that platform, she would have been stuck on that train by herself. There may not be another accessible station along the route and even if there was, employees at any given station or even on the train don't know a person with a wheelchair is on that train and needs assistance.

4.4 Members were concerned that the two participants in the journeys through the borough indicated they both know several people with disabilities who don't use public transport at all. The stress caused by using public transport prevents many of their friends from travelling. One participant in the seminar indicated that it can be intimidating to use public transport; another resident's only suggestion to improve the accessibility of public transport in Harrow was to have good eyesight. These are incredibly unfortunate reminders of the barriers to accessible public transport that still exist.

4.5 The Council offers a volunteer based travel mentor scheme, the Harrow Travel Training and Buddying Project, that supports people who find public transport inaccessible in using public transport, where the training of the volunteers and their travel is funded by TfL. Members were pleased that a representative from Metroline bus suggested using this scheme for the bus company's training to address awareness issues, and agreed that this should be included as a recommendation for other local bus companies.

Recommendation A

Local bus companies should be offered the opportunity to gain awareness of disabled passengers' travel needs by participating in the Harrow Travel Training and Buddying Project (Harrow Council's travel mentoring scheme) as part of bus driver induction training.

Pavements and footpaths

4.6 The Council does a routine cycle of inspections of the roads in the Borough which is the basis for a programme of repairs. It keeps a score of the number of defects in a road as well as a record of the Council's ability to modify the defects. These records are used as a basis to determine which works have priority. If the Council is aware of where disabled residents live, this is taken into account in the assessment. Streets works in that area become a priority for the Council to resolve.

4.7 Participants in the review have identified difficulties created by uneven pavements. The paving between the town centre and Morrisons underneath the main road was shown to

be a particularly significant example as the bricks are placed in a circle and the surface is uneven and textured. Several residents have mentioned they have difficulties moving across this area in their wheelchair or with their rollator. One resident even opts to use the bicycle lanes despite the associated risks.

4.8 A resident at the seminar indicated that the Rayners Lane estate has a lack of dropped kerbs. The dropped kerb near the H12 bus stop on one side of the road has even been removed, which makes the bus service significantly less accessible.

4.9 Shared spaces - where a single, level surface is shared by all vehicle and pedestrian users, such as for example on Exhibition Road in Kensington and Chelsea – are difficult for Visually Impaired People (VIP) to navigate due to the lack of demarcations between road and pavement that help keep a straight line and can prevent traffic accidents. Members are concerned by the potential risks of shared spaces and would encourage the Council to provide adequate demarcations between roads and pavements for VIP's.

4.10 When road works, building works or gas works are taking place, the Council aims to provide adequate space and temporary ramps. It also liaises with companies about prospective street works and provides letter drops to residents who live in the neighbourhood to make them aware that works will be happening.

4.11 Members have noticed that notifications about obstructions to roads aren't always adequate. Parts of the pavement on Headstone Road and Junction Road are fenced off due to building work on Bradstowe House. The fencing blocks off a dropped kerb at that specific corner and the space left on the pavement at the corner is quite narrow, which risks someone in a wheelchair becoming stuck. Unfortunately, there were no notifications on the fencing that the dropped kerb at that corner had become unusable. Members feel it should be relatively easy to provide notifications at this and other sites in the borough with similar problems.

Recommendation B
Where road works are taking place and pavements have become impossible or extremely difficult for residents with mobility difficulties to use (including those in wheelchairs), the Council should provide clear signage ahead of the obstruction.

4.12 The Council is responsible for the provision of traffic signs in the borough. A resident with a visual impairment who uses a white cane mentioned how easy it is to miss the pole a sign is placed on and subsequently bump one's head against the sign.

Recommendation C

Traffic signs should be installed so that they do not cause an obstruction to people with visual impairments. This could include being mounted on walls instead of pavements or the use of longer posts to ensure the sign itself is well above head height.

4.13 Members of the review group were informed that when designing any new infrastructure, one of the main aims of the Council is to reduce accidents. Members were pleased to hear that Harrow has either the second lowest or joint lowest number of road accidents in London. In the consultation the crossing between Stanmore Hill, Church Rd and The Broadway was mentioned as particularly dangerous for pedestrians. Currently, it isn't obvious that the traffic lights aren't programmed to accommodate pedestrians crossing. A resident suggested including a pedestrian phase in the traffic lights' sequence. The Council is working with TfL to investigate the crossing including adjusting traffic signals in the area and monitoring the impact on traffic flow in the area to see if a pedestrian phase could be introduced in the traffic lights' sequence of the crossing.

Recommendation D

The safety of the crossing between Stanmore Hill, Church Road and The Broadway should be investigated including the options of introducing a pedestrian phase in the traffic lights' sequence or, if this is not possible, providing safety warnings that indicate the traffic lights' sequence is not designed to safeguard pedestrians. The Council should make improvements where necessary.

4.14 Members were shown during one of the journeys how difficult it can be for Visually Impaired People to walk in a straight line. Members expressed their surprise at how challenging it can therefore be to cross wide, level crossings safely. The resident participating in the journey mentioned he sometimes ends up metres down the road by the time he has crossed. The example shown during a journey was crossing Wilson Gardens while walking from Vaughan Road to The Gardens in West Harrow. These situations could potentially be quite dangerous due to traffic.

Recommendation E

Future consideration should be given to include tactile paving and bumps across the full length of wide, long, level crossings to ensure these can be used as pathways by Visually Impaired People.

4.15 A specific difficulty raised by a resident with a Visual Impairment is that he can get lost quite easily. One resident explained that once he's lost, it is difficult, if not impossible, to find his way again without help. He can't call anyone for help because he'd be unable to describe his surroundings accurately enough. The current solution is to just wait for someone to walk past and ask for help, which can sometimes take 15 to 20 minutes. The resident indicated that the provision of talking GPS systems would be a great improvement.

Bus stops and buses

4.16 Harrow Council is going to great lengths making all bus stops in the borough accessible. In the borough there are more than 430 bus stops and 87% of them will be Disability Discrimination Act (DDA) compliant at the end of the financial year. The Council's target is to make the bus stops in the borough compliant by 2015, which would be ahead of TfL's target for London. This can include installing new accessible bus stops near existing stops that can't be improved or moved. All TfL commissioned buses are required by TfL to be equipped with ramps and wheelchair spaces.

4.17 One participant at the seminar described buses as his lifeline and described the H18 bus service as superb. Other residents identified several issues with bus services, some specific to certain stops and bus routes, others more structural.

4.18 According to residents at the seminar, many bus stops are cluttered with fixed bins, lamp posts and signs. This means that even if the kerb has got the right height and the ramp works properly, there can be a lack of space on the kerb for passengers in wheelchairs to get on and off the bus. Members were informed that when the Council creates a new bus stop all aspects of accessibility including a clear pavement, are taken into account. For existing bus stops this is more difficult as for example there can be utility mains in the ground or private land can surround the stop.

4.19 During the seminar it was mentioned that often bus drivers will say that the kerb at certain bus stops isn't suitable to use the ramp, so they're unable to let passengers in

wheelchairs off. It can be unclear to passengers which stops are accessible at any given time. TfL regularly monitors its transport services via the London Mystery Traveller Survey where older and disabled passengers monitor bus service independently while under cover. The monitor shows that 98% of wheelchair users are able to successfully board their first bus.

4.20 An elderly resident at the seminar commented that especially when a bus has been delayed, the bus tends to leave the bus stop very quickly. This makes it difficult to find a seat in time for passengers who are (a bit) unstable on their feet. There can be a tension between the needs of passengers and the schedule of the bus drivers, including their schedule for changing buses and breaks. According to the London Mystery Traveller Survey older and disabled passengers are able to get to a seat or grab hold in time 90% of the time. TfL will continue to work with bus operators on the 10% of bus drivers who currently do not comply with these basic safety considerations.

Recommendation F

The Council should encourage transport providers to regularly remind bus drivers of the necessity to provide sufficient time before leaving the bus stop for elderly passengers or passengers with mobility difficulties to find a seat.
--

4.21 Alongside these general difficulties to have fully accessible buses, issues specific to certain stops were also identified. One example is that the bus stop at Harrow and Wealdstone station on The Bridge (for the buses going into the town centre) isn't accessible with the ramp. One resident has used it several times, and every time the ramp has broken because of the severe gradient between the pavement and the ramp.

4.22 Members were interested to find out whether bus drivers would be able to log issues with specific bus stops and feed these comments to the Council. Members have received comments from TfL's Consultation Delivery Surface Planning team that it wouldn't be practical for bus drivers to actively audit bus stops. Members do feel that even if bus drivers can't audit stops, their expertise in using these stops means they should be able to feed comments about the accessibility of stops back to the Council.

Recommendation G

Bus drivers possess first-hand experience of the accessibility of specific bus stops and should be encouraged to report specific concerns. The Council should cooperate with bus
--

companies to gain access to that information and consider it as part of its annual work programme for road works.

4.23 Residents have fed back that when using a bus while in a wheelchair, communication with the bus driver is extremely difficult. Asking the bus driver for assistance is difficult, if not impossible, while waiting on the pavement to enter the bus. Once inside the bus conversations with the driver are equally difficult due to the distance between the driver and the wheelchair space and the noise from traffic and other passengers. In the wheelchair space of the bus there is a special button which makes a distinct sound so the bus driver knows to extend the ramp at the next stop. A resident at the seminar commented that often the bus driver doesn't hear this sound. Members noticed this happening several times during one of the journeys through the borough. Currently the only solution is for the passenger to shout loud enough for the driver to hear. Bus companies have informed members that this bell is used so regularly by other passengers it no longer serves to notify the drivers of the need for assistance. While members realise this situation can be difficult for drivers, they feel the presence of a passenger in a wheelchair on the bus should enable bus drivers to distinguish between legitimate and inadvertent use of the special bell.

4.24 Another difficulty experienced by wheelchair users when using buses, is that often the wheelchair space is taken up by buggies. Notices indicate that wheelchair users should have priority, but this isn't always adhered to. Bus drivers can be reluctant to intervene and instruct passengers to fold down their buggies. There is very little space to manoeuvre in the bus itself, which makes it difficult for people to fold their buggy while the person in the wheelchair finds their space in the bus at the same time. Bus drivers could wait to extend the ramp until the buggy has been removed, but unfortunately this doesn't always happen.

Trains, underground (tube) and overground

4.25 Trains have become more accessible for residents with visual impairments. Audible announcements in trains and tube about the stops to follow have been particularly helpful. However, only a limited number of stations in Harrow are accessible for people in wheelchairs. One participant of the seminar in use of a wheelchair does not use the train, underground or overground at all, and just relies on buses. During the seminar, the point was made that there should be more moveable ramps on trains and at stations. During the roundtable this point was re-emphasised when it was explained that a lack of ramps was a problem across London's train and underground network.

Recommendation H

The Council should press partners to provide sufficient ramps at stations with step-free access to enable passengers to use all platforms.



4.26 Even when a station is designated as wheelchair accessible, members agreed that there are still significant barriers to travelling. One significant restraint to travelling by train while in a wheelchair is that train stations require people in wheelchairs to book for assistance 24 hours in advance. This also happens at stations where there is always enough staff to assist. Often staff will let people on a train without booking in advance, but as they aren't obliged to there is always a risk they won't. Always knowing 24 hours in advance where one is going is severely restrictive compared to other passengers who have much more freedom in deciding their travel plans.

4.27 Furthermore, the options to travel late in the evening on trains are restricted for passengers in wheelchairs. For example the staff at Harrow and Wealdstone only work till 11.30pm, without whose assistance exiting the train becomes impossible in a wheelchair. Residents also commented on their reluctance to catch the last train in case the journey was disrupted or cancelled, there wouldn't be any options to fall back on.

4.28 Members recognise that making travelling more flexible for people with mobility difficulties would probably involve a significant increase in staff as well as coordination, which in turn creates substantial costs. Members think it is regrettable that budget constraints may mean it's not possible to provide passengers in wheelchairs with similar travel options to other passengers. Yet organisations such as Network Rail and TfL may still be able to identify in their travel information times when staff are always available at

specific stations, and whether there are stations where assistance does not need to be booked in advance.

Recommendation I

The Council should consider encouraging travel providers such Transport for London and rail operators to provide travel information that includes the times staff are available at specific stations, and stations where assistance for train journeys does not need to be booked in advance should be highlighted.

4.29 Members have been informed by residents that using public transport with a disability means one is less flexible, which in turn means that unexpected changes can be distressing and create massive difficulties. One resident has provided the review group with a number of examples where she almost got stuck on trains if not for the assistance of nearby staff and fellow passengers. This resident, who uses a wheelchair, therefore possesses a wealth of knowledge about accessible stations, roads, bus stops and alternatives in Harrow and surrounding areas – all useful, if not necessary, for her to be able to use public transport. Since some passengers can't always easily locate staff themselves to get assistance in such circumstances about travel options, the risk of a passenger becoming stuck on a train without an accessible option seems quite high. Members feel staff should be trained to always check whether passengers with disabilities are travelling on their services when these services become disrupted, diverted or terminated.

Recommendation J

The Council should encourage transport providers to include in their staff training full consideration of the travel needs of passengers with disabilities or other special requirements in those cases when journeys are disrupted, diverted or terminated. This specifically applies to train, underground (tube) and overground journeys.

Recommendation K

The Council should encourage transport providers to make it their staff's responsibility to ensure that passengers with accessibility requirements receive appropriate assistance and advice on alternative accessible options when journeys get disrupted, diverted or terminated. This specifically applies to trains, underground (tube) and overground.

Stations

4.30 A limited number of stations in Harrow are step-free; namely Harrow & Wealdstone, Pinner, Headstone Lane and Hatch End. Not all of those stations provide step-free access from train to street, but many just from platform to street. Residents have indicated a number of station they feel should be made step-free: Harrow-on-the-Hill was frequently mentioned, but also Rayners Lane, Kenton and even Stanmore station, though officially labelled step-free, was mentioned a number of times.

4.31 Stanmore station is officially marked as step-free but due to the long, narrow and steep ramp and the exit from the car park to the road, in reality it is not. Members have visited Stanmore station and commented that the step-free route from the platforms to the bus stops was roughly 400 meters long and contains a very uneven and really steep slip road into the car park. In addition, the ramp between the car park and the station is also rather long and requires significant stamina for passengers in manual wheelchair to use alone. A significant concern is that until TfL acknowledges that Stanmore is not in fact step-free, it will be difficult to get help with funding or design. Members are pleased to hear that the Council continues to inform TfL of these difficulties and would suggest working together with the Royal National Orthopaedic Hospital as they would likely share concerns about the lack of step-free access at this station.

4.32 There can also be difficulties for passengers in exiting the trains at Stanmore Station. Only one of the three platforms at the station is level with the trains. This means passengers with mobility issues, especially those using a wheelchair, can arrive at a platform where they require assistance from staff with a ramp to exit the train. Without help from fellow passengers it may prove difficult to alert staff that this assistance is needed as the bells to notify staff are placed on the walls on the platform.

Recommendation L
That the Council should cooperate with the Royal National Orthopaedic Hospital to lobby TfL about the improvements needed to ensure Stanmore Station is functionally as well as technically step-free.

4.33 Positive news is that funicular lifts are being installed at Greenford station, which is a relatively cheap method of providing step free access. The suggestion was made to use them at more stations. These stations would require wide staircases.

4.34 Members were surprised to find that all the lifts on the concourse at Harrow & Wealdstone station have a small metal bar next to the lift doors making it more difficult for wheelchairs users to press the buttons for the lift. Following the round table discussion, London Underground Limited has indicated that, although it may take some time, they are working to remove these barriers.

4.35 At the seminar there was resounding agreement that Harrow-on-the-Hill station should be made step-free, as well as it being mentioned ten times in the consultation. In addition to the review, Harrow-on-the-Hill station has been consistently identified as an issue by (disabled) residents in consultations with the Council. As well as being the principal concern identified by London TravelWatch at their user engagement event in Harrow, November 2012.

4.36 One resident with a Visual Impairment commented that even though he is very familiar with Harrow-on-the-Hill bus station, it is still difficult for him to find the right bus. There are many buses, it is very noisy and there are many doors leading in and out of the station, all of which make the station difficult to navigate without help. In addition, members were informed that as the bus stops are on an island surrounded by a busy road, the safety of passengers at the bus station could also be improved.

4.37 Members were pleased to note all the ongoing work by Council officers to lobby TfL for step-free access at Harrow-on-the-Hill station. TfL has commissioned a new study into the costs of adapting Harrow-on-the-Hill station. The breakdown of costs for individual sections of the work is an important factor in determining future funding requirements for the Council. Rather than doing everything at once, one option could be to improve the station over time. Members suggested that the Council and TfL also look into getting sponsorship from private companies, in a similar way to the Emirates Airline cable car in East London.

Recommendation M

As part of the Council's continued efforts to secure step-free access at Harrow-on-the-Hill station, consideration should be given to the option of finding private funding.
--

4.38 During our first journey through the borough, a resident using a wheelchair explained that when travelling from Harrow and Wealdstone station, the staff have recently only helped people in wheelchairs onto the fast trains where they used to assist them onto slow trains as well. A freedom pass, which enables older and disabled residents to use certain

forms of public transport for free, does not cover journeys on fast trains but only on slow trains, which can create additional difficulties. One result has been that Carpenders Park station, which is accessible for people in a wheelchair via a manual boarding ramp, can't be reached as the fast trains do not stop there. Members are concerned that even at a station with step-free access; passengers with mobility issues can't use all the services available.

4.39 Members were shown during a journey how the hand rails provided at many stations make it much easier for Visually Impaired People to enter and exit stations. When the hand rails don't run all along the wall but are interrupted, such as for instance at North Harrow station, it makes navigation more difficult. This should be a relatively cost-effective problem to solve.

Recommendation L

The Council should encourage partner organisations to provide hand rails at stations that run uninterrupted from street to platform for the benefit of Visually Impaired People.
--

Travel information

4.40 Members appreciated the continuous efforts made by TfL to provide comprehensive travel information, but still felt some improvements could be made. A positive comment received from a resident with a Visual Impairment is that currently the audible announcements in the tube are made slightly before the tube arrives at the next stop, which provides sufficient time to reach the door.

4.41 Residents raised several concerns about the travel information provided:

- London Transport provides good connections, but one respondent in the consultation did comment that particularly if one is not a frequent traveller, finding the appropriate accessible travel information can be difficult.
- Announcements at bus stops and train stations are often either visible or audible but not both.
- The digital displays at bus stops that indicate when the next bus is coming are only visible; announcements regarding delayed or cancelled trains are often only audible or the visible announcements have a severe delay.
- Announcements on the tube such as "Take care, the next station has a wide gap between platform and train", are mostly only audible.

Recommendation O

Travel information should be both visible and audible where possible. Consideration should be given to expanding the information shown on digital displays for passengers with hearing difficulties as well as investigating the option of providing audible announcements at bus stops in the interest of passengers who are visually impaired.

Consultation with residents

4.42 Members are pleased that TfL has incorporated engagement with disability groups into its work, such as the 'secret shopper' monitor of bus services and extensive consultation with residents including disability groups while creating its transport policies.

4.43 Members were also pleased to note that the Council in turn ensures the LIP is widely consulted on with residents and disability groups. When any infrastructure or transport is designed by the Council, the Harrow Association of Disabled people (HAD) are asked for feedback. Other groups are also consulted: the Harrow Public Transport Users' Association, Citizen's Advice Bureau, Age concern and advisors to the Council's Traffic and Road Safety Advisory Panel (TARSAP). In addition, the transport planning team liaise with housing officers, undertake site visits and consult occupational therapists. The transport planning team has also set up a separate group to consult residents with disabilities, which aims to meet twice a year.

4.44 TARSAP makes recommendations to the Council on:

- Traffic management;
- The management and control of parking both on and off-street;
- The operational aspects of public transport in the borough.

The members of the TARSAP are mainly Councillors from all parties, with three other advisors on the committee. There are a limited number of organisations that can nominate advisors to TARSAP, but HAD unfortunately is not included in that list.

Recommendation P

The Council's inclusion of disabled residents in plans about transport in the borough is significant, but could be improved by changing the terms of reference of Traffic and Road Safety Advisory Panel (TARSAP) to enable a representative from a disability group such as the Harrow Association of Disabled people (HAD) to become an advisory member. This will enable continuous input from a representative on any of the Council's proposals to change infrastructure.

5. CONCLUSION

5.1 Members were pleased to see the hard work that's done by the Council and its partner organisations to improve accessibility to public transport. The majority of bus stops in the borough are accessible; travel information is continuously improved; transport providers and the Council continue to engage with passengers about their requirements.

5.2 Unfortunately, significant barriers to accessible transport still exist. Residents have consistently expressed difficulties they experience ranging from physical barriers to significant worries and concerns. Travelling quickly and easily for people with disabilities or elderly and frail residents is extremely difficult. When there are special circumstances, such as travel late at night or services being cancelled, problems become exacerbated.

5.3 To overcome all barriers to accessible public transport would be a Herculean task. Despite limited budgets and many competing priorities, members have identified some improvements that can be made. Though in many cases the Council can't directly ensure transport becomes more accessible, members feel it can definitely use its relationships with partners to improve the accessibility of transport in the borough further.

6. RECOMMENDATIONS

- A)** Local bus companies should be offered the opportunity to gain awareness of disabled passengers' travel needs by participating in the Harrow Travel Training and Buddying Project (Harrow Council's travel mentoring scheme) as part of bus driver induction training.
- B)** Where road works are taking place and pavements have become impossible or extremely difficult for residents with mobility difficulties to use (including those in wheelchairs), the Council should provide clear signage ahead of the obstruction.
- C)** Traffic signs should be installed so that they do not cause an obstruction to people with visual impairments. This could include being mounted on walls instead of pavements or the use of longer posts to ensure the sign itself is well above head height.
- D)** The safety of the crossing between Stanmore Hill, Church Road and The Broadway should be investigated including the options of introducing a pedestrian phase in the traffic lights' sequence or, if this is not possible, providing safety warnings that indicate the traffic lights' sequence is not designed to safeguard pedestrians. The Council should make improvements where necessary.
- E)** Future consideration should be given to include tactile paving and bumps across the full length of wide, long, level crossings to ensure these can be used as pathways by Visually Impaired People.
- F)** The Council should encourage transport providers to regularly remind bus drivers of the necessity to provide sufficient time before leaving the bus stop for elderly passengers or passengers with mobility difficulties to find a seat.
- G)** Bus drivers possess first-hand experience of the accessibility of specific bus stops and should be encouraged to report specific concerns. The Council should cooperate with bus companies to gain access to that information and consider it as part of its annual work programme for road works.
- H)** The Council should press partners to provide sufficient ramps at stations with step-free access to enable passengers to use all platforms.
- I)** The Council should consider encouraging travel providers such Transport for London and rail operators to provide travel information that includes the times staff are available at

specific stations, and stations where assistance for train journeys does not need to be booked in advance should be highlighted.

J) The Council should encourage transport providers to include in their staff training full consideration of the travel needs of passengers with disabilities or other special requirements particularly when journeys get disrupted, diverted or terminated. It should be the staff's responsibility to ensure the passengers receive appropriate assistance and advice on alternative accessible options. This specifically applies to trains, underground (tube) and overground.

K) The Council should encourage transport providers to make it their staff's responsibility to ensure that passengers with accessibility requirements receive appropriate assistance and advice on alternative accessible options when journeys get disrupted, diverted or terminated. This specifically applies to trains, underground (tube) and overground.

L) That the Council should cooperate with the Royal National Orthopaedic Hospital to lobby TfL about the improvements needed to ensure Stanmore Station is functionally as well as technically step-free.

M) As part of the Council's continued efforts to secure step-free access at Harrow-on-the-Hill station, consideration should be given to the option of finding private funding.

N) The Council should encourage partner organisations to provide hand rails at stations that run uninterrupted from street to platform for the benefits of Visually Impaired People.

O) Travel information should be both visible and audible where possible – consideration should be given to expanding the information shown on digital displays for passengers with hearing difficulties as well as investigating the option of providing audible announcements at bus stops in the interest of passengers who are visually impaired.

P) The Council's inclusion of disabled residents in plans about transport in the borough is significant, but could be improved by changing the terms of reference of Traffic and Road Safety Advisory Panel (TARSAP) to enable a representative from a disability group such as the Harrow Association of Disabled people (HAD) to become an advisory member. This will enable continuous input from a representative on any of the Council's proposals to change infrastructure.

7. ACKNOWLEDGEMENTS

Councillors	
Councillor Sue Anderson	London Borough of Harrow
Councillor Marilyn Ashton	London Borough of Harrow
Councillor Jerry Miles	London Borough of Harrow
Councillor John Nickolay	London Borough of Harrow
Councillor Stephen Wright	London Borough of Harrow
Tony Wood	Co-optee, chair Harrow Transport User's Association
Council Officers	
Peter Barron	Principal planning officer
David Eaglesham	Service manager Traffic and Highway network management
Ann Fine	Transport policy officer
Phil Greenwood	Head of major development projects
Hanif Islam	Senior Professional Transport Planning
Stephen Kelly	Divisional Director of Planning
Paul Newman	Team leader Traffic management
Matthew Patterson	Senior Professional – LDF team leader
Fern Silverio	Divisional director collections & benefits
Mohammed Ilyas	Policy Officer Equalities and Diversities
Paul Najsarek	Corporate Director Community, Health and Wellbeing
Simone van Elk	Scrutiny Officer
External witnesses	
Tim Bellenger	Director Policy and Investigation, London Travel Watch
Gerry Devine	Chair of Trustees, Harrow Community Transport
Paul Giles	Performance Delivery Manager, London Sovereign
Colin Izzard	Service Delivery Manager, Metroline
Stuart McManus	management trainee, Metroline
Mohammad Hashmi	LUL Deputy Station Manager Wembley Central
Scott Lester	Regional Borough Programme Manager, TfL

September 2013

Overview and Scrutiny Committee

Accessible Transport

Appendix A:

Evidence from Accessible Transport Scrutiny Review

Members of the review group

Councillor Sue Anderson (chair)

Councillor Marilyn Ashton

Councillor Jerry Miles

Councillor John Nickolay

Councillor Stephen Wright

Tony Wood – Harrow Transport User's Association

Appendix

1. Notes Accessible Transport review - meeting officers	2
2. Notes journey through borough with Nicky Baker	8
3. Journey through borough Hasmukh Mehta	11
4. Accessible transport seminar	14
5. Consultation responses	17
6. Notes roundtable discussion	22
7. Visit Stanmore station	29
8: Responses to points seminar - TfL consultation delivery surface planning	30

1. NOTES ACCESSIBLE TRANSPORT REVIEW - MEETING OFFICERS

THURSDAY 14TH MARCH

Present:

Councillor Anderson (chairman)	Peter Barron, Principal planning officer
Councillor Ashton	David Eaglesham, Service manager Traffic and Highway network management
Councillor John Nickolay	Ann Fine, Transport policy officer
Councillor Miles	Phil Greenwood, Head of major development projects
Councillor Wright	Paul Newman, Team leader Traffic management
Tony Wood, chairman of the Harrow Public Transport Users' Association	Fern Silverio, Divisional director collections & benefits
	Simone van Elk, Scrutiny officer

1. Welcome

Councillor Anderson welcomed everyone to the meeting.

The review looks at accessibility of transport and to discover potential leverage for negotiations with Transport for London (TfL), as well as looking at small changes that could improve accessibility. The scope of the review was to look at all disabilities: visible as well as invisible, residents in wheelchairs as well residents with prams or large luggage. An important question is what the priorities of disabled residents are for change and how that is taken into account in decision-making.

Tony Wood commented that the Harrow Public Transport Users' Association has been lobbying Transport for London (TfL) for 20 years to make Harrow on the Hill station accessible. There was a scheme to install 5 lifts in Harrow on the Hill station with total costs of £35m. At that time five stations were considered top priority by TfL, of which Harrow on the Hill was one. When five years ago the funding for the scheme fell through, not only was the scheme cancelled, but TfL also removed Harrow on the Hill station entirely from its priority list. It is difficult to comprehend why the station is no longer a priority. The first priority should be to get Harrow on the Hill station back in the queue for adaptation.

2. Discussion

The council's transport policies:

Ann Fine explained that the council's transport policies are derived from the Mayor's Transport Strategy (MTS), which lists three key priorities for improving accessibility:

- 1) Improving the transport opportunities for all Londoners
- 2) Enhance the quality of life for all Londoners
- 3) Improve the safety and security for all Londoners

Harrow Council has produced the Harrow Transport Local Implementation Plan (LIP) in response to the MTS, which explains how the council will contribute to implementing the MTS and which follows Disability Discrimination Act (DDA) regulations and the Equality Act. The strategy is widely consulted on with residents including disability groups.

The approach in the LIP was not to see disabled residents as a separate group but incorporate their requirements into every aspect of the strategy. The LIP contains more than a 100 individual policies. A separate document, the Transport and Disabilities Procedures, contains 16 separate policies from the LIP that refer directly to accessibility. The first five of these policies can't be done by the council on its own – they require other organisations and funding.

The council actively lobbies TfL for changes to stations in Harrow. The funding from Harrow Council itself can only have a small impact. TfL provides funding through the LIP to implement the policies in the LIP. Currently the council gets slightly less than £2.5m a year for various transport initiatives. There is a formula that decides the amount of funding based on population size weighted for deprivation criteria. The borough doesn't have many traffic accidents and so scores low on deprivation. 23% of the funding from the LIP is specifically assigned to improve accessibility. *[That would amount to £575k – see addendum for clarification]* Everyone interprets accessibility differently so there are very many things this money can be spent on. The money from the LIP is distributed amongst improvements to kerbs, public seating, bus stops, travel training

etc. Concessionary travel is not included in the LIP nor funded through the LIP. The LIP covers the period 2011 to 2013/14 but some policies plan 20 years ahead.

The mayor has dropped the requirement for councils to provide a new LIP as producing it is a long and costly process. Instead, the mayor has asked for an update of the current LIP which would include new policies. Councillor Wright asked how the LIP was approved. Ann Fine answered that this was approved by Cabinet and adopted by full Council.

Implementation of transport policies

Paul Newman explained how the council implements its transport policies:

a) *Bus stops*. TfL determines which buses are used, but Harrow Council is responsible for providing the bus stops. TfL provides funding to convert bus stops to make them fully accessible. There are more than 430 bus stops in the borough, of which 87% will be DDA compliant at the end of the financial year. The council's target is to have 100% compliant by 2015, which would be ahead of TfL's target.

b) *Station accessibility*. It is deeply disappointing that Harrow on the Hill is not accessible. Disabled people can access many stations on the Chiltern line, but can't get off at Harrow, which is also disappointing for the town centre. The council continues to lobby TfL to improve accessibility at Harrow on the Hill station.

c) *Public Realm*. The work in Public Realm contains two elements: maintaining the current infrastructure and providing new infrastructure. The department keeps a score of the number of defects in a road and the council's ability to modify the defects. This is used as a basis to determine which works have priority. When the council is aware of where disabled residents live, this is taken into account and works in that area become a priority.

The aim of the council is to reduce accidents when designing infrastructure. Harrow is either the best or joined best borough in London when it comes to number of accidents. The council uses refuges, tactile crossings, different coloured markings, etc. to making crossing as easy as possible. The census revealed that the borough has an increasing number of elderly residents. Providing benches or informal seating makes it easier for people to get about. Many people are concerned that seating attracts unwanted visitors, which is why the location of seating is carefully selected and CCTV is used where possible. In addition, there is a government initiative to declutter streets by getting rid of unnecessary signs to improve access to streets and facilities.

d) *Traffic signals*. These are managed and operated by TfL. The Council makes a contribution to the costs of traffic lights in the borough. Signals include tactical devices to assist people with disabilities. A new countdown device is being tested on several locations in London which shows how many seconds are left till the light changes. A countdown traffic light is on TfL's programme to be installed on the crossing of Sheepcote Lane and Station Road.

e) *Disabled parking bays*. TfL provides a budget for disabled parking bays. H-bars on roads are non-enforceable but people do adhere to them which helps clear traffic. The budget for the bays is £35,000 this year compared to £65,000 last year, which also has to cover staff time. The provision and enforcement of parking is funded by Harrow Council and the council also provides parking concessions to residents. The council also provides a booklet about parking in Harrow for residents and works with outside organisations to spread information to residents like the national organisation for parking and the guide for disabled parking, and provides information to companies for their phone apps and sat navs.

e) *Street works*. Lots of the work in this area consists of replacing pavements. In those cases the council tries to provide adequate space and temporary ramps, liaises with companies about prospective street works and does letter drops so people are aware the works will be happening.

f) *Walking and cycling*. Harrow council is trying to get funding to improve facilities.

g) *Partner organisations*. Harrow Association of Disabled people (HAD) are always asked for feedback about any designs. Other groups are also consulted: the Harrow Public Transport Users' Association, CAB, Age concern and TARSAP advisors. In addition, we talk to housing officers, do walks about estates and speak to occupational therapists.

David Eaglesham added that of the £2.5m annual LIP funding £350,000 is for projects specifically aimed at improving accessibility. [*£350k would amount to 14% - se addendum for clarification*] However, other transport projects also take account of accessibility issues because all aspects of a project are considered and are always subject to consultation, so all the money the council spends is deployed towards accessibility in some way. Accessibility is also affected by works on the highway and Harrow council has joined the

London Permit scheme, which puts conditions on utility companies the council works with to ensure disabled people have sufficient access during works.

Tony Wood added that the Department for Transport has a fund to increase the accessibility of train stations but only stations outside London can apply - stations in London have to go through TfL to get funding. DfT should change that condition. In addition, there is currently a vacancy for an advisor for TARSAP. Tony suggested that HAD sends a representative. They're not currently on the list to be able to nominate someone. Ann Fine added that in the past HAD haven't been able to physically attend the TARSAP meetings, but that may be different now.

Councillor Nickolay asked since Network rail has made Harrow and Wealdstone accessible, whether they'd be able to make Harrow on the Hill accessible. He added that there are also smaller things that can be changed like inconsiderate parking by the public. Tony Wood commented that Harrow on the Hill station is owned by TfL, but used by LUL and Chiltern so the funding situation is quite complicated, where as Harrow and Wealdstone station owned by Network rail and used by LUL, LO, TOC's (Southern and London Midland).

Main areas of planning

Peter Barron presented main areas of planning that relate to accessibility:

a) General direction of planning. In the Core Strategy Harrow town centre, along with Wealdstone and Station Road, is an intensification area. In terms of public transport it is the most accessible area in the borough and is therefore the local focus for growth. The Area Action Plan (AAP) further develops the plans and proposals in the Core Strategy. There is a strong commitment in the Core Strategy to lobby the Mayor for improved access. This is linked with similar policies in the LIP. The policies are directed towards housing growth and retaining the designation of Harrow town centre as a Metropolitan centre by the GLA. There are only 12 metropolitan town centres in London at the moment, so this should help when TfL reviews its priorities for access improvements to stations.

b) Lifetime neighbourhoods. Homes can be designated as lifetime homes by fulfilling certain design criteria which make those homes adaptable for future accessibility requirements. However, if the wider urban environment isn't also accessible then the accessible home on its own is worthless. When creating lifetime neighbourhoods, consideration is given to shops, walking environment and safe spaces. Policy 2 of the Development Management Policies DPD commits Harrow Council to providing lifetime neighbourhoods. A second policy in the DPD relates to access requirements and will form the basis for supplementary planning documents on design and accessibility. New developments have to include disabled parking in their designs, even when the buildings wouldn't include other parking facilities. That is included in our own local targets for lifetime homes. Most large residential schemes include parking in their design.

c) Individual developments When a planning application is submitted we assess whether it generates a financial contribution to the infrastructure made necessary by development, so whether it would for instance require new bus stops or other transport infrastructure. And the council then requires a contribution. The contributions flowing from planning obligations have been limited: £0.6m in 2010-11, £0.2m in 2011-12 and £3.4m in 2012-13.

d) Funding improvements through planning The emerging Community Infrastructure Levy sets a non-negotiable charge per square metre as a basis for different types of development. The Council has prepared a draft charging schedule which will undergo 2 stages of consultation and will hopefully be adopted mid 2013. The CIL is estimated to generate £10m over the next 10 years. Harrow's total infrastructure bill is £137m, of which £60m is designated for transport.

The results of the 2011 Census are now being received from the Office for National Statistics (ONS). This shows that 14.6% of the borough's population describe themselves as having a limiting long term illness.

The effectiveness of the Council's planning policies is monitored annually through Harrow's Authority's Monitoring Report (AMR).

Residents are consulted for all major planning documents. In addition HAD, Disabled Go, Mind in Harrow and Age UK are specifically consulted on all Development Planning Documents.

Harrow on the Hill station

Councillor Nickolay commented that imaginative planning was needed for Harrow on the Hill station. The bus station at Harrow on the Hill could potentially be relocated. South Kensington station has managed to jump

the queue by making a deal with the council, TfL and a developer. That's perhaps one way to make progress.

Peter Barron commented that the Dandara site is still an allocated site for redevelopment to deliver other objectives for the area. The bus station is already accessible but additional capacity is required. The core strategy sets out requirements that planned developments have to be realistic and deliverable. It was felt not realistic to commit to a new bus station at the time. Small changes are probably more realistic at the moment and there is a possibility of additional bus standing space on College Road or Kymberley Road as part of funded public realm improvements.

Councillor Ashton commented that she was the portfolio holder in 2006 when the planning application was made. Dandara had bought the site and made a planning application. Dandara owns 51 College Road, but they don't own all the access to the site. This makes it complicated. When the college no longer had the funding to relocate, the scheme fell through. Regardless of what would take its place, if the college can't move, the Dandara site can't be developed. Bits of funding from planning would help, because unless the council matches funds, TfL won't help with Harrow on the Hill Station.

Peter Barron commented that if the Dandara site would be developed, the CIL could make funding available. But even then, the council could only top up funding from elsewhere, not match other funding exactly. Phil Greenwood added that there could be other ways forward. The detailed costs for adapting the station matter a lot. Rather than doing everything at once, maybe the area could improve over time. For example, get lifts from the street onto the concourse so there is a throughway through the station and add lifts from the concourse to the platforms later. Lobbying TfL becomes easier with such plans.

Ann Fine added that TfL is currently studying the idea of lifts in the station, which would be funded through the sites TfL owns in the borough. There is a policy in the LIP that if TfL sells land it owns in the borough, parts of the proceeds have to be reinvested in the borough. TfL will still decide how to use the funds. The fact that TfL is commissioning this study is a breakthrough. Tony added that in the rail liaison meeting a senior planner from TfL has alluded that a partnership approach could be viable. Ann Fine commented that when TfL talks about partnership funding, that doesn't automatically mean 50% from TfL and 50% from the council. The fund matching would show interest from the borough, so it would negotiations to show a small amount from the borough.

Councillor Wright asked about the basis for the transport documents. How much is based on the priorities of disabled groups? Ann Fine answered that there are certain difficulties because when these people don't have access, they move to more accessible locations which makes contact more difficult. Making certain stations accessible could lead to increased demand. It is difficult for residents with disabilities to provide the council with information. The council has a statutory obligation for our planning documents, so in response to these difficulties, the transport planning team has set up a separate group to consult residents with disabilities. This group now meets twice a year, because they can't meet more often. It is also difficult for these residents to be representative of their groups – they can express what they personally expect, but find it difficult to speak on behalf of a group.

David Eaglesham added that changes to Harrow on the Hill station is unlikely to feature in TfL's next business plan. However, if Harrow brings forward a significant contribution it could be discussed. However, it is unclear what the size of the contribution should look like.

Peter Barron commented that Harrow on the Hill station is a constant issue in feedback in consultations with disabled residents. However, if a huge proportion of the £10m CIL funding would be spent on Harrow on the Hill station other improvements would get less funding or wouldn't be done at all. Tony Wood asked whether a site development can include a CIL and section 106 levy at the same time. Peter Barron answered that the CIL would replace Planning Obligations as the means for securing general contributions towards infrastructure, but that site specific technical requirements may still necessitate Planning Obligations for individual proposals.

Stanmore Station

Councillor Ashton added that we should also consider Stanmore station and the Royal National Orthopaedic Hospital. Stanmore station is at the end of the Jubilee line and is an important station for commuters. It is misleading to say that Stanmore station is accessible. The ramp includes a step and the car park is difficult to access in a wheelchair. Until TfL admits that Stanmore is not in any way step free, we won't get any funding or help. We should look at getting money out of the development of the hospital. The hospital can't function properly until that station is accessible so it's in the hospital's interest to encourage TfL to match fund adjustments to Stanmore station.

Peter Barron added that the council is involved in the Royal National Orthopaedic Hospital's planning application. It is a big project and requires significant funding. Money from the hospital development could be used for Stanmore station but that would take funding for the new hospital or there would need to be more enabling residential development on the Green Belt site. The Stanmore station site has a car park which TfL are interested in redeveloping, which could fund work at the station. It was also pointed out that the Core Strategy contains a commitment to seek the use by TfL of receipts from sale/redevelopment of its land in the borough to fund public transport improvements in the borough.

Tony Wood: that car park is in high demand, so selling it for development would be a bad idea but double decking it might be a good option. The car park in Rayner's Lane is unusual in that a quarter of it is owned by the council. Harrow could also open up to new bus services. David Eaglesham commented that the current focus is to improve the bus services around the hospital, not the stations.

Concessionary travel

Fern Silverio explained about the council's concessionary travel policies. Currently about 60,000 residents use concessionary travel: 42,000 are recipients of freedom passes, 13,000 recipients of blue badges and 5,200 are taxi card scheme users. There are 230,000 residents in the borough and combined with people that work in the borough, there is a great % of people that use concessionary travel. Freedom passes and blue badges are national policies.

Three years ago the concessionary travel process was reviewed and new processes implemented. With regards Blue Badges an external contractor was appointed to now assess all applications: the rejection rate for renewal applications currently stands at 41% and 27% for new cases. The amount of blue badges in circulation has a knock-on effect on the amount of disabled parking bays. In the coming months the overall number of badges will continue to reduce and possibly go down to approximately 9,000 blue badges. This will mean that disabled bays will be freed up if they are no longer being used by illegitimate Blue Badge holders. Another knock on effect might be that general parking spaces may be increased if it transpires that some disabled parking bays can be removed which in turn would increase parking revenue which could offset the increased costs of concessionary travel generally. The costs of concessionary travel are £9.5m per annum.

Harrow also operates a discretionary taxi card scheme for residents with mobility problems. This allows subsidised taxi transport for scheme members who must pass a mobility assessment to qualify. It is funded by both a Harrow contribution (approximately £250k) and a grant from TfL. TfL contributes £9.5m to the London scheme, of which around £300k is allocated to Harrow. which is around £2m less this year than they used to contribute. The scheme used to subsidise around 60,000 taxi trips annually but for 2013/14 Harrow is reducing its contribution to the scheme by £200k. The reductions in funding by both Harrow and TfL means residents are currently being consulted on options to ensure the scheme stays within the reduced overall budget. This may well have an impact on accessibility to transport which could be mitigated by bus routes.

The above reduction in service is sensitive and our extensive consultation will ensure we engage service users on the reasons why the changes to the scheme are necessary. From analysis carried out we know that around 1500 to 1700 residents currently use the card, of which 415 people use 45% of all trips. We are trying to understand who this key group are as from an EQIA point of view, it is important to assess need and to try and put in proposals that actually meet need.

The costs of concessionary travel have increased for the council, as over the past 5 years TfL has taken subsidy away as well as increased the travel fares - by 5.6% for 2013/14 for example which is much more than inflation. The taxi card scheme will need to become self funded from TfL contributions only. As more residents become elderly, more demand will be placed on the scheme. The PCT provides free transport to get patients to and from hospital, but the service can mean long journeys for residents as the driver goes around pick up points before going to the destination. This translates into 2 plus hour trips for an ill resident to get to hospital so residents tend not to use the facility and use the taxi card scheme instead. This results in cost shunt from PCT to Harrow and in residents using their taxi card trip allowance to make hospital trips rather than for their leisure which is what the scheme was intended for; to increase quality of life.

Current strategy is to reduce cost on discretionary concessionary travel. With the financial pressures the council is faced with and the decreasing budget, there is no other alternative. The question is which options we continue to provide. This is also relevant in light of welfare reforms, so we have to consider what our strategic objectives are.

Councillor Nickolay asked whether there is a compensating factor at work. If there is a drop in blue badges, then there should be a drop in its use. Fern Silverio answered that people with blue badges from outside the borough will still visit the borough. The drop is only in the badges provided by Harrow, but this would likely have an impact on car parking. Councillor Nickolay asked whether freedom passes pay for themselves. Fern answered that they don't. They are paid for from the Parking ring fenced account but as this is not enough to cover expenditure, it is topped up from the general fund. Costs are based on usage. It costs about £200 a year per person. David Eaglesham added that the surplus made from parking rates is used to fund freedom passes, which is £4m after the costs for providing the parking and enforcement are subtracted. Ann Fine commented that providing freedom passes is compulsory for pensioners and those qualifying through specific disabilities. The council also used to provide a large number of discretionary freedom passes. However pressures to find savings have meant that this has now been reduced considerably.

Councillor Miles asked about the company doing the assessments for the freedom passes. Fern answered that the new cases are assessed by one company, but as they didn't have sufficient capacity, existing cases were reviewed by the previous contractor. Councillor Miles asked whether the council always abides by the companies' recommendations. Fern answered that their decision is final. The assessment process has been standardised and no longer relies on GP endorsements. Tony Wood asked who paid for the Mayor's 60+ travel card. Fern Silverio answered that the mayor pays those in full.

3) Next steps

Councillor Anderson explained that the information from this meeting would be synthesized in the review group's final report, where they hope to provide constructive proposals. The review group will also travel through the borough alongside disabled people. Ann Fine recommended that access to outdoor spaces be included in those journeys, which is a valuable but often neglected area of access for disabled people. David Eaglesham commented that the focus should be on the whole journey. Tony Wood recommended travelling with partially sighted in addition to people with mobility issues. Councillor Anderson commented that the review aims to engage with residents with mental health problems, autism, and an entire spectrum of disabilities.

David Eaglesham added that there are currently significant reorganisations going on within our departments so it may be uncertain who is able to participate in the review further down the line. Ann Fine commented that the reorganisation has already damaged the relationship with TfL. No one has been assigned to be the contact for TfL. David Eaglesham commented that the funding coming from TfL is based on the current arrangements.

Peter Barron added that an important aspect of funding is that the preparation for CIL is a technical exercise. The governance arrangements for CIL, however, haven't been agreed on yet. Lots of departments will want to draw on funding from CIL. Phil Greenwood commented that the current arrangements consider how to collect, raise and administer CIL, but the decision of how to spend the revenue is an entirely different question.

Addendum notes meeting officers– clarification funding from LIP to improve accessibility – David Eaglesham

The term accessibility is confusing and needs to be clearly defined. In respect of the TfL programme this relates to all users. However, in terms of the scope of the scrutiny review accessibility this means just people with disabilities.

About 7% of the TfL transport programme for 13/14 is dedicated specifically to people with disabilities. That is £126,000 of a total £1,743,000. The remaining schemes in the programme can also include elements of improving disability access although the focus is not exclusively on that. The quantity of funding dedicated to this element is difficult to determine but could be an additional 5% of the remaining £1,617,000, so about an additional £87,000

To summarise:

Total TfL budget for 13/14	£1,743,000
Specific disability access projects	£126,000
Proportion of projects that support disability access	£87,000
Spend on disability access	£213,000

Total percentage of budget

12%

2. NOTES JOURNEY THROUGH BOROUGH WITH NICKY BAKER ACCESSIBLE TRANSPORT REVIEW Wednesday 24th April

Present

Councillor Anderson, Councillor Wright

Nicky Baker (volunteer)

Simone van Elk (scrutiny officer)

1. Journey itself

Met Nicky Baker at the HAD office, Headstone Drive	
Walked to Harrow and Wealdstone station	12 minutes
Arrived at Harrow and Wealdstone station	3 minutes to reach the platform employee arrived several minutes before train to assist with the ramp
Fast train to Watford Junction	
At Watford Junction station	3 minutes to go outside, 3 minutes to get back to the platform employee arrived 3 minutes before train to assist with the ramp
Fast train back to Harrow and Wealdstone station	
'Walked' to bus stop in Wealdstone high street (stop F)	10 minutes from station to bus stop
Bus stop got moved, so 'walked' to George gangway	7 minutes from bus stop to bus stop
Waited for bus	
Bus 140 to town centre	2 minutes to get on the bus
Bus stop across from Debenhams	2 minutes to exit the bus
'Walked' via St Georges to end of Junction Road	20 minutes
'Walked' to Harrow bus station	10 minutes
Waited for bus	
Bus 340 to bus stop in Wealdstone High Street (stop G)	
'Walked' to HAD office	5 minutes

2. Practical difficulties

Trains

- Nicky explained that when travelling from Harrow and Wealdstone station in a wheelchair, recently the staff have only helped people in wheelchairs onto the fast trains. The reason is unclear; Nicky has asked staff but they also don't seem to know why. Nicky commented that it would be great if the review could find out the reason why. Officially a freedom pass does not cover journeys on a fast trains but only on slow

trains. As staff at Harrow & Wealdstone station aren't allowed to put wheel chair users on slow trains, this could create difficulties when tickets are checked. Luckily, so far it hasn't been a problem.

- Nicky doesn't have enough range in her arms to press the buttons to call for the lift at Harrow & Wealdstone station or Watford Junction station. When entering Harrow and Wealdstone station from Masons Avenue, a person in a wheel chair has to go onto platform 6 to get the lift up to the concourse. The buttons for the lift on platform 6 are remarkably close to a steel pillar, while on the concourse above the platforms, there is a metal rail on the floor just in front of the buttons of the lift to platform 5. Both make it more difficult to position a wheel chair close to the buttons. Nicky also can't reach the buttons in the lift itself.
- Trains don't stop at the same place on the platform every time, so the person in the wheelchair and the employee with the ramp could easily be at the wrong place on the platform. This means that sometimes one needs to move along the platform quite quickly to be able to catch the train.
- According to TfL's step-free tube guide map, Carpenters Park Overground station is accessible via a manual boarding ramp. Nicky commented that because staff won't put people in wheelchairs on slow trains from Harrow & Wealdstone, they actually can't get to Carpenters Park.
- Nicky commented that when travelling back from central London late at night in a wheelchair, she is restricted in her choice of trains by the time the staff finishes work. Without the staff to provide the ramp, Nicky wouldn't be able to alight from the train and the staff at Harrow and Wealdstone only work till 11.30pm. Additionally, Nicky usually catches an earlier train to be able to remedy any unusual circumstances.
- Nicky comments that a problem specific to deaf people travelling by train is that they're likely to miss announcements about delays and cancellations.

Buses

- The bus stop at Harrow and Wealdstone station isn't accessible with the ramp. Every time Nicky has used a bus there, the ramp has broken because of the severe gradient between the pavement and the ramp.
- Instead of the bus stop at Harrow and Wealdstone station, Nicky uses the stop in Wealdstone high street. On this occasion, the bus stop has been moved to George gangway. The temporary stop at George gangway is on a long slope and the bus stop is towards the top, which means it can be quite difficult for people in manual wheelchairs to access.
- When using a bus Wheelchair users have a special button to make the bus stop. This makes a special sound that indicates to the driver that the wheelchair user wants to exit the bus so they know to extend the ramp. According to Nicky, often the bus driver doesn't hear the sound and doesn't put the ramp out.

Streets, pavements, crossings

- Nicky comments that different crossings have different times allocated for pedestrians to cross, so whether there is enough time depends on the specific crossing. Since she uses an electric wheel chair, she can get across quicker than people in manual wheel chairs.
- Due to building of an apartment block, parts of the pavement on Headstone Lane and Junction road are fenced off. Unfortunately, the fencing has also been placed over a dropped kerb which means people using wheel chairs can't get off the kerb at that corner. The space left on the pavement at the corner is very narrow, which means turning is difficult. Nicky only discovered this problem as she was already on the pavement. There were no notifications any of us could see that exiting the kerb at that corner had become impossible in a wheelchair. Nicky also hadn't received any leaflets warning her of the changes.

Other difficulties

- Nicky mentioned that travel at peak times is very difficult due to lack of space. Because Nicky is seated relatively low, people don't see her in a crowded train or bus or tube. The result is that people tend to move towards her because they think there is space. According to Nicky this can feel like she's being overrun.
- Councillor Wright asked whether Nicky had considered working in Central London. Nicky answered that she would be worried about getting to work in rush hour, which is why she preferred working in Harrow and the surrounding area. Even in her current job, her hours are from 07.30 till 15.30 to avoid rush hour traffic.
- Nicky's parents own a van which they use to drive her round. When it breaks down, Nicky's alternative route to work is the 140 bus. To get to work on time, she *has to* get the 7.17am bus, because all later buses are too busy for her to fit on.

3. Staff

- An employee from London Overground at Harrow and Wealdstone station explained that they provide the ramp for access the train but are not allowed to help people onto the train by giving them a push, even

when the ramp is too steep for a person to use. That way they can't be held accountable for injuries. There isn't always a great run up to the ramp because of buildings on the platform so it can be hard for people to get on the train.

- Nicky mentioned that staff are generally more helpful when they know you.
- Communicating with the bus driver is difficult for Nicky because of the distance between the driver and the wheelchair space, the other passengers in between and the noise. Sometimes, while Nicky is already on the bus, the bus driver doesn't extend the ramp out properly when Nicky wants to alight. This means Nicky has to shout through noise and crowd on the bus to get the driver's attention. Especially when it's busy, this can be difficult. Asking the bus driver for assistance with any issue is difficult enough while on the bus, let alone while still standing on the pavement waiting for the ramp to extend.
- Officially, buggies should always be folded on a bus. When people bring buggies on the bus, in the very best case, the driver will tell when entering that they have to fold their buggy. There is very little space to manoeuvre in the bus itself, which makes it difficult for people to fold their buggy while the person in the wheelchair finds their space in the bus at the same time. Alternatively, when someone in a wheelchair wants to use the bus, the driver could delay the bus at the stop and not extend the ramp till the buggy has been folded. Finally, a bus driver could decide not to move the bus until the buggy has been folded down. Unfortunately, this does not always happen.

4. Lived experiences

- Nicky comments that she is not able to travel alone and that she has never travelled alone. She's almost thirty. There are too many little things that can go wrong; it's too risky for her.
- Because using public transport with a disability means you're less flexible, (sudden) changes can be distressing and can create massive difficulties. Nicky possesses a wealth of knowledge about accessible stations, roads, and modes of transport in Harrow and surrounding areas – all useful, if not necessary, for her to be able to use public transport. Having that knowledge makes it easier to adapt. But she still requires other people's assistance.
- Nicky tells a story of when she was travelling with her father. At the station they wanted to get off, they couldn't see the employee with the ramp, so her father left the train to try and find the employee. While he was off the train, the doors started closing and the train started to leave. Nicky couldn't have reached the open doors button herself to prevent the train from leaving. If a fellow passenger hadn't used the emergency stop, which meant the train stopped at the platform, she would have been stuck on that train by herself. There may not be another accessible station along the route and even if there is, employees at that station don't know a person with a wheelchair is on that train and needs assistance.
- If a train gets terminated, it might not stop at an accessible station. Nicky tells another story where she was on a train that got terminated. Luckily the train manager was near her so it was easy to talk to him about how Nicky would be able to leave at an accessible station. In this instance, the train manager sprinted down the train to warn the machinist to stop the train at the next accessible station, so Nicky could at least get off the train and out of the station and then home somehow.
- During one of Nicky's journeys from London Euston to Harrow & Wealdstone, the lift at the platform she got off at was not working. This meant she had to stay on the platform to catch the next train in the same direction, get off at Watford Junction and get on a train back to Harrow and Wealdstone. The train from Watford Junction stops at a different platform than the one from Euston which meant there was a working lift on that platform, which meant she could leave the station.
- During the journey, the councillors got some sense of the stress that can occur while travelling. Nicky mentioned that she knows quite a number of people who don't use public transport precisely because they feel scared and anxious. This provides a significant barrier to people being able to travel independently. This can be even scarier if you suddenly become disabled.

3. NOTES JOURNEY THROUGH BOROUGH WITH HASMUKH MEHTA ACCESSIBLE TRANSPORT REVIEW Thursday 16th May

Present

Councillor Sue Anderson

Mr Has Mukh Metha (volunteer)

Simone van Elk (scrutiny officer)

1. Journey itself

Met Mr Mehta at Harrow on the Hill bus station
Bus 140 to West Harrow
Arrived at Lascelles Avenue (stop WX)

From the bus stop on Lascelles Avenue, we walked around West Harrow on our way to North Harrow station:

Crossed Lascelles Avenue turned into Ford Close walked down Ford Close and followed it's turn to the right walked through pedestrian area around flats through to Butler Road turned left onto Butler Road took a wrong turn left into Bowen Road towards Marshalls Close walked to the crossing between Bowen Road and Butler Road turned left into Butler Road turned right into Drury Road walked down to crossing with Vaughan Road turned left into Vaughan Road walked to crossing between Vaughan Road and Wilson Gardens crossed Wilson Gardens and walked down The Gardens to the entry of WestHarrow station.

From WestHarrow station:

Metropolitan line to Rayners Lane

Bus H10 to North Harrow station

Metropolitan line to Harrow on the Hill station

Walked from Harrow on the Hill station down the north side of College Road to the corner of Station Road

Walked back to Harrow on the Hill bus station along the sound side of College Road

2. Practical difficulties

Buses and bus stops

- Mr Mehta has Harrow on the Hill bus station for many years, so is very familiar with it. It is still difficult for him to find the right bus by himself as there are so many buses, it is very noisy inside and outside the station and there are many doors leading out of the station. As a result, he always asks someone for help to get to the right bus.
- The audio announcements on the buses tell Mr Mehta where his stop is. Before the audio announcements, he used to rely on counting the stops. When he uses the same bus regularly, he'll also recognise where the bus is by the movements it makes: when it swerves in to stops, when it makes sharp turns, where it waits for crossings, etc.
- Sometimes it is difficult to hear the announcements or the bus drivers due to noise. The volume of the announcements depends on the specific bus: the announcements on the 114 bus route are all right, the announcements on the 183 bus route are sometimes quite soft.
- Bus stops often have digital signs which show when the next buses are due. Unfortunately, this information is only visible and not audible. Mr Mehta prefers the tube to the bus, as with buses he can't check how long he'd have to wait. Why wouldn't bus stops have a button that provides that same information via loudspeakers?

Trains, tube and stations

- Mr Mehta finds Harrow and Wealdstone station a difficult station to navigate. Entering the station is ok, but moving up and down the concourse is a hassle. Harrow on the Hill station is easier to use as he knows his way round.
- Mr Mehta uses the hand rails along the stairs and along the entrance of WestHarrow station to enter the station and the platforms. He prefers using the rails next to the wall as the ones in the middle often gets interrupted. At WestHarrow station, the hand rails do not run all the way along the entrance up to the stairs to the platform. The little sections at stations where the hand rails are interrupted are more difficult to navigate.
- When trains are level with the platform, they are easily accessible for people in a wheelchair. But this does make it more difficult for Mr Mehta to alight from the train. It is more difficult to feel the opening between the train and platform with his white cane as there is no gap to indicate where the exit is. Usually there isn't much time at the station to alight from the train.
- Normally, once Mr Mehta has alighted from the train and has found either the wall or the strip of tactile paving on the platform, he follows people's voices to direct him towards the exit of the platform.
- Nowadays announcements on the tube are made slightly before the tube arrives at the next stop, which provides time to get to the door. Announcements used to be made (almost) at the time of arrival, which did not provide sufficient time.
- At the tube stations on our route (North Harrow, Rayners Lane, Harrow on the Hill), the tactile pavement leads up to the ticket barriers but Mr Mehta does require assistance to be able to swipe his card on the barriers.

Pavements, streets and roads

- Mr Mehta can be nervous to cross busy roads on his own, for example Lascelles Avenue, even if they have a respite in the middle. Due to traffic, he also chooses to cross Ford Close halfway down the road instead of at the corner Lascelles Avenue.
- The crossing of main roads is the most difficult for Mr Mehta. He has to rely on people to help him.
- Both Ford Close and Butler Road have very uneven pavement, and on Butler Road the stones have small ridges. Many people trip up here, including sighted people.
- It is difficult for Mr Mehta to walk in a straight line by himself, which is why the sides of a road can serve as important guides. When front gardens are turned into driveways and especially when they are placed opposite dropped kerbs, the pavement, front garden and sometimes road become level. This means there is hardly anything to distinguish between the different sections of the street with a white cane. Mr Mehta quite often walks into people's front gardens. The south side of Butler road between the crossings of Bowen Road and Drury Road is especially difficult in this regard.
- Pavements have poles with traffic signs and other notices placed on them. If Mr Mehta happens to miss the pole with his white cane, he can still bump his head on the notice board. It would be easier if the signs were placed on the wall instead of a pole on the pavement.
- As well as poles with traffic signs, A-boards also obstruct the pavement. On the north side of College road leading for Harrow on the Hill station to Station road, there are quite a number of A-boards in the way.
- Often hedges in front gardens are overgrown and hang over the road. Walking into these shrubs, especially if they're brambles, roses or nettles, can be painful. Councillor Anderson comments that if a hedge is placed in someone's garden, it is the home owner's or tenant's responsibility to trim the hedge. If they don't, there is a special number to call at the council. Council officers can then write to the occupants of the house that they should trim their hedge. If they don't, the council can trim the hedges itself but will then charge the occupant.
- The crossing between Vaughan road and The Gardens that crosses Wilson gardens is quite wide as well as level. This means that aside from the respite in the middle, there aren't bearings to help keep a straight line. Mr Mehta can often end up meters down the road by the time he has crossed. Bumps in the road and tactile paving could prevent this difficulty.
- The pavement of College Road is very wide which makes it difficult to navigate. Mr Mehta generally uses the north side of the road, despite the many A boards, as the south side has many junction cabinets, telephone boxes and public seating places near to the road.
- A new idea in the design of roads and pavements is 'shared space'. A shared space is a single, level surface that shared by all streets users. Wide level roads are very difficult to navigate for VIP (Visually Impaired People) as there are no bearings to help keep a straight line, which makes it difficult to get from A to B. In addition, they can't see traffic coming, so it is potentially more dangerous as well.
- Mr Mehta walks the wrong way about once every 6 months. He doesn't get panicked though, but just asks for help. Once he's lost his bearings, it is difficult, if not impossible, to find his way again without help. A difficulty he experiences is that he can't call a friend on the phone because he can't describe his surroundings. He just waits for someone to walk past so he can get help. This can sometimes take 15 to 20 minutes, as he lives in a neighbourhood where it can be quiet during the day. Fortunately, he doesn't get afraid or worried or panicked. This may be the case for other VIP though.

Other

- For Mr Mehta 80% of his navigation is based on hearing; the remaining 20% is based on his other senses. Obviously his memory plays a big part in his ability to navigate as he can recognise the distance between different familiar points on his route, for instances trees, crossings and gates.
- When Mr Mehta travels to unfamiliar places, he will get travel advice by phoning London Transport and will note down the advice with his Braille machine. He always asks people for assistance to find his way and often also asks the driver of for example the bus to alert him to his stop.
- Mostly people are very helpful as well as most staff. People will often offer Mr Mehta a seat on the bus or tube and offer to help him at crossings or warn him when he seems to have lost his way.
- Electric cars are very quiet. Where as with normal cars, a blind person can hear them coming and more easily avoid them, and can hear them coming down roads and thus identify where side roads are, with electric cars this isn't possible. There is a campaign to introduce a slight mechanical noise to electrical cars.
- One of the best things in recent years has been the introduction of audible announcements in public transport. It makes it easier for VIP to travel independently.
- One improvement that would make a great difference is the provision of talking GPS systems. That way, VIP wouldn't get lost so easily anymore.
- A minor difficulty for Mr Mehta is that every train has different seats at different places. Some seats fold while many don't, some face forward, some face the sides. He understands that the fold away seats provide space for wheelchair users. All buses have different layouts as well which make them more difficult to navigate. It depends on the line of the bus what the layout is like.

3. Lived experiences

- Mr Mehta is quite independent and he's not afraid to ask other people for help, which makes travelling easier for him. But many people he knows are afraid or nervous to travel alone.
- Mr Mehta is active in many organisations, works in the local college in Wembley, participates in campaigns of the national federation of the blind and often goes into central London. He is personally quite satisfied with public transport and his ability to get around.

4: ACCESSIBLE TRANSPORT SEMINAR ACCESSIBLE TRANSPORT REVIEW MONDAY 13th MAY

Present

<p>Councillor Sue Anderson (chair) Councillor Jerry Miles Councillor John Nickolay Councillor Stephen Wright Tony Wood, Harrow Public Transport User Association</p> <p>Felicity Page, Senior Professional Scrutiny Simone van Elk, Scrutiny Officer</p>	<p>Raymond Rawlison, Age UK Gwen Batham, Age UK Nicky Baker, HAD Tim Stockman, Harrow Mencap Yvonne Lee, Harrow Mencap John Clifton, Harrow Epilepsy Support Group Norman Bell, Middlesex Association for the Blind Steven Jones, Safety standards manager, Metroline bus company Jacqui Carter, Garage manager, Harrow Weald at Edgware, Metroline bus company Mark Mervyn, Bus Driver, Metroline bus company Raksha Parmar, Operations Support Manager, Metroline bus company Peter Barron, Principal planning officer, Harrow Council</p>
--	--

Points raised

1) Experiences of Public Transport

A) Positive comments

- H18 bus service is superb.
- Bus lines serve as a lifeline for one participant
- All buses have disabled access.
- General public are helpful when they see a person using a white cane
- Metroline provides a good response to problems
- Accessibility of public transport is getting better

B) Negative comments

Stations

- Harrow on the Hill station is not step-free

Trains and underground

- One participant in a wheelchair does not use the train, underground or overground at all.
- It can be stressful waiting for assistance at a train station and not knowing whether the assistance will be there on time.
- Train stations require people in wheelchairs to book for assistance 24 hours in advance. Even at stations where there is always enough staff.

Buses and bus stops

- Especially when a bus has been delayed, the bus tends to leave the bus stop very quickly. This makes it difficult to find a seat in time.
- The bus stop outside Harrow and Wealdstone station on The Bridge isn't accessible with a ramp. One participant has gotten stuck on a bus as the ramp broke while entering the bus at this particular stop.
- Bus stop in Wealdstone high street has been moved, but the digital display doesn't reflect this.

- The notice that this bus stop had been moved was only visible if you faced away from the road.
- Notices about bus stops that have been moved, don't contain information about how long the disruption is scheduled to be.
- Buses don't always stop next to the kerb.
- To exit a bus while in a wheelchair, often one has to yell at the driver to get the ramp extended.
- Bus drivers often say kerbs aren't suitable for using the ramps.
- Often, kerbs at bus stops have bins and signs to don't leave enough space for the ramp to be used.
- The bus stop across from the Waitrose in Harrow and Wealdstone had its shelter removed. Comment was added that this was done to put in a replacement, but due to technical problems the replacement shelter had been delayed.

Pavements and street works

- The Rayners Lane estate has a lack of dropped kerbs. The dropped kerb near the H12 bus stop on one side of the road has even been removed.
- Road works in Wealdstone high street reduce accessibility.

Travel information

- The announcements on buses are often either visible or audible – not both.
- Signs and announcements can be improved to reflect accurate travel information in multiple ways.
- Announcement regarding cancelled trains are often only audible and don't show on the displays.
- Announcement concerning the gap at platforms need to be visible as well as audible.
- Displays should provide real time travel information.
- Making complaints can be difficult as there are many different companies and providers involved.
- When a complaint is made to TfL, there is no option to get feedback on the complaint.

Other

- Full access doesn't just relate to physical accessibility.
- Using public transport can be intimidating.
- Travelling during rush hour is very difficult.
- People with invisible disabilities don't get the same helpful response from the general public
- One participant felt restricted to venues that were local.

2) Improvements

Stations

- Harrow on the Hill should be made step free.
- Maybe the lift shafts of the post office could be used to make Harrow on the Hill step-free
- Rayners Lane should be made step free
- Maybe the private sector could fund cable cars or lifts at stations.
- Currently, funicular lifts are being installed at Greenford station, which is a cheap method of providing step free access. They do require wide staircases. They could be used at more stations.

Trains and underground

- There should be more moveable ramps on trains and at stations.

Buses and bus stops

- Some bus seats are placed so high that it is difficult to use for short people.
- Often, people place their buggies in the space for wheelchairs. The existing policy is that people are requested to remove their buggy, but they are not required to. The new policy would be that wheelchair users are priority, but this still doesn't require people to remove their buggy. The signs on buses are becoming stricter in asking people to remove their buggies.
- Make buses so that two wheelchair users could use the same bus at the same time. This could also solve some of the problems around wheelchair space in buses being used for buggies.
- Many bus stops are cluttered with fixed bins, lamp posts and signs. They should be audited by bus drivers.
- The current policy of the Metrolink bus company is that if a ramp on a bus fails during a journey, the bus should immediately be taken to a garage.

Pavements and street works

- Kerbside works in the borough are on a three year programme – this needs to be quicker.
- The pavement between the town centre and Morrisons underneath the main road is placed in a circle, is uneven and very textured. It is incredibly difficult to use in a wheelchair, with a rollator or with a buggy.

Travel information

- Comments and complaints to London buses can be improved as there are so many different bus companies. It is unclear where to complain.
- Travel information should be accurate, real time and always both visible and audible.
- In stations, there is often a lack of sign posts to the 'disabled access area', e.g. the elevators.

Other

- Bus companies require wheelchair users to back into the pad in the space for wheelchairs due to health and safety requirements. However, other adults can decide themselves whether they want to sit, stand, hold on to any handles or not. Wheelchair users aren't allowed to assess those risks themselves.
- When in a wheelchair in public transport while it's crowded, it can feel like you're being overrun.
- Dial-a-Ride offers a great service. However it is difficult to book as the phone lines are generally overwhelmed with calls between 9am and noon.
- The taxicard scheme is easy to use in Harrow. When farther out of the borough, taxis can be more difficult to arrange. You can get charged for long waits of the taxi.
- There should be a holistic approach to accessibility, for instance with bus stops are accessible and where dropped kerbs are placed.

5. RESPONSES CONSULTATION ACCESSIBLE TRANSPORT REVIEW

Number of responses	14
Online responses	11
Paper	3

Question 1: Please tell us how often you use each to get around the borough

	Daily	Weekly	Monthly	Couple of times a year	Hardly ever/never
Pavements and footpaths	12	2			
Bus	1	6	2		3
Underground/Tube	1	5	2	1	2
Overground/ Train		6	2	1	5
Taxi		1	1	4	5
Private Car	6	3	2		2
Concessionary travel		1			8
Other	1		1		5

Comments question 1	
ATR1	I would like the opportunity to say that grass verges are badly looked after and that ma
ATR5	Freedom pass ongoing use
ATR7	Bicycle
ATR10	Bicycle

Question 2: Please tell us how accessible each of the following is when you travel

	No difficulties	Minor difficulties	Severe difficulties	Inaccessible
Buses	5	4	1	1
Bus stops	7	3	3	1
Overground/ Trains	6	3	4	1
Train stations	5	1	3	3
Underground/Tube	3	2	6	3
Tube stations	3	2	2	2
Pavements and footpaths	5	7	2	
Pedestrian crossings	8	4	2	
Other:	3			

Comments question 2	
ATR5	<p>Stanmore underground station has 48 steep steps to the platforms, and a very long and tortuous ramp from the car park only for wheelchair users. Lift(s) are desperately needed, particularly as the Royal National Orthopaedic Hospital, currently being rebuilt and enlarged, is close by, and additional buses planned to transport people to and from the Hospital.</p> <p>Harrow-on-the-Hill station (underground and overground) is another station that should have lifts installed. It is a very busy central hub for the town and totally inaccessible for the disabled.</p> <p>Crossing at Stanmore Hill/Church Rd/The Broadway is highly dangerous with numerous accidents having taken place, including one recent fatality. Pedestrian phase is desperately needed to be included in the traffic lights sequence.</p>
ATR6	Have to drive a distance to access public transport
ATR7	Harrow on the Hill station needs lifts from street to ticket hall and ticket hall to platforms
ATR8	<p>I am filling this for my son who is adhd and autistic. The buses are crowded the 186 is dangerous there are always incidents on it so I pick him up from Harrow on the hill due to this. The station guards are extremely rude. He has a freedom pass which app is being stopped which the council will have to provide transport. Surely it is cheaper to provide a freedom pass than daily transport to school! When my sons pass sometimes doesn't work the staff are rude to him. When he started school they would not let me on the platform with him even though he is autistic. They made me pay for a platform pass. The pavements are wonky and all the roads have potholes in that damage your car felbridge Vernon drive are the worst!</p>
ATR9	<p>Stairs at Harrow on the Hill station are very difficult. Some buses are high of the ground + the kerb is high. Pavements are very uneven</p>
ATR11	Harrow on the Hill station needs access, lifts or escalators for people with mobility problems, since there are a larger number than usual of stairs.
Paper 2	Difficult without appropriate help

Question 3: How often do any of the following create difficulties when travelling?

	Daily	Weekly	Monthly	Couple of times a year	Hardly ever/never
Length of travel time via accessible route	1		1	2	8
Attitude of staff	1	1	1	1	8
Attitude of general public	1	1	1	2	7
Accuracy of travel information	1		1	3	7
Other:					6

Comments question 3	
ATR6	Have to wait a longtime when there is o one only bus available
ATR8	As above buses are dangerous people push and swear. My daughter was punched on the 186. Wealdstone is full of people with mental health problems who hang around drinking. The community police do nothing to make it safe only the churches patrol on a friday and saturday to try and make it safe!

Question 4: Please list your top three suggestions to improve your ability to get around the Borough:

ATR2 1	Lifts at Harrow on the Hill station
2	Lifts at Rayners Lane station
3	Lift at Kenton station
ATR3 1	Lifts at Harrow on the Hill station
2	Lifts at Rayners Lane station
3	Lift at Kenton station
ATR4 1	Improve provision for cyclists. Better road surface particularly at edge of lanes where cyclists ride.
ATR5 1	Stanmore underground lifts
2	Stanmore Hill/The Broadway pedestrian crossing improvement.
3	Harrow-on-the-Hill Station lifts
ATR6 1	Provide bud service where is none
2	divert existing bus routes not covered
ATR7 1	speed up buses by providing express services to places like Ealing, Heathrow etc
2	provide a direct bus service from Harrow Bus station to Central Middlesex Hospital
3	More bike lanes, where possible segregated from other road traffic
ATR8 1	Sort out the people drinking in the street in wealdstone and drug dealers
2	bus cameras on buses esp 186!
3	train all staff at harron the hill as the are rude and verbally abusive. When I was collecting for the adhd there they told me i was pocketing the money!
ATR9 1	Lift at HOTH station
ATR10 1	More frequent buses
ATR11 1	Improve Harrow on the Hill station access
Paper1 1	If eyesight was good I would be able to travel
Paper2 1	Ask the right questions for this form
2	Think about questions before you write them.
3	Use your imagination

Question 5: Please describe what impact your access to public transport has on your daily life.

ATR5	Makes for limited use of public transport.
ATR6	To have access to details of bus routes so as to shorten the time wasted. Free parking available for people attending council meeting (Council reps etc)
ATR7	Major importance - enables me to travel widely and avoids need to use the car.
ATR8	I have to use my car I would prefer to use public transport to save the environment.
ATR9	I am very lucky to live where there are so many different types of transport and so many services
ATR10	A great deal - for journeys to shops, and underground and overground trips to central London and more locally.
Paper 1	Unable to travel due to eyesight
Paper 2	Load of hassle

Question 6: How do your experiences of public transport impact on your ability to take longer journeys out of the Borough, for example to central London?

ATR4	I avoid busy times as I find standing for extended periods difficult.
ATR5	Journeys out of the Borough, particularly central London, are rare. Occassionaly I am driven by car.
ATR6	London Transport provides good connections it would be helpful if advice is available to workout your journey perticulaly when you are not a frequent traveller
ATR7	Good experience generally, as long as I can still climb the steps to Harrow on the Hill station.If this becomes impossible due to physical deterioration, using Harrow and Wealdstone will make life more difficult.
ATR8	There are no direct buses from belmont to Northwood hills why does it take 3 buses when lots of children go to school there!
ATR9	Engeneering works are a nuisance since some weekends they are on many different routes. If I have to take the Piccadily line the stairs at South Harrow station are also difficult
ATR10	As written above - it's very useful to have the good transport links to central London that we do.
ATR11	Have to go via Pinner instead of Harrow on the Hill.
Paper 1	Not applicable see question 5
Paper 2	No difference

Question 7: Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last at least 12 months?

No	7
Yes, affecting hearing	1
Yes, a learning disability	
Yes, affecting mobility	3
Yes, affecting vision	1
Yes, mental ill-health	
Other:	2
Total	14

Comments question 7	
ATR4	Standing for extended periods or on buses is difficult.
ATR8	my soin is autistis and has adhd
ATR10	Epilepsy

Question 8: Please provide us with your postcode (this information will only be used to identify whether problems are specific to a certain area. This information will not be used to identify you):

ATR1	HA7 2EF
ATR2	HA1
ATR3	HA1
ATR4	HA2 6DH
ATR5	HA7 4BJ
ATR6	HA3 9JE
ATR7	HA1 4QP
ATR8	
ATR9	HA1 2PR
ATR10	HA3 8LF
ATR11	HA5 4QL
Paper 1	HA3 7DJ
Paper 2	HA2 8LA
Paper 3	

6. NOTES ROUNDTABLE DISCUSSION ACCESSIBLE TRANSPORT SCRUTINY REVIEW Tuesday 18th June

1. Welcome, introductions and apologies

Councillor Sue Anderson (chair)	Tim Bellenger, Director Policy and Investigation, London Travel Watch
Councillor Jerry Miles	Gerry Devine, Chair of Trustees, Harrow Community Transport
Councillor John Nickolay	Paul Giles, Performance Delivery Manager, London Sovereign
Councillor Stephen Wright	Colin Izzard, Service Delivery Manager, Metroline
Tony Wood, Harrow Public Transport Users' Association	Stuart McManus, management trainee, Metroline
	Mohammad Hashmi, LUL Deputy Station Manager Wembley Central
	Scott Lester, Regional Borough Programme Manager, TfL
Simone van Elk, Scrutiny Officer, Harrow Council	Hanif Islam, Senior Professional Transport Planning, Harrow Council
	Stephen Kelly, Divisional Director of Planning, Harrow Council

Apologies were received from Councillor Ashton.

2. Presentation on Transport issues identified by Harrow residents by Tim Bellenger, London TravelWatch

Presentation and comments

Tim Bellenger explained the role of London TravelWatch and its findings concerning transport in Harrow. London TravelWatch is a statutory body, funded by the London Assembly, responsible for representing passenger interests across the entire public transport network in London. The organisation also functions as an appeals body for complaints that haven't been resolved by individual transport operators.

In November, London TravelWatch organised a transport user engagement event in Harrow. During this event, two major issues were consistently raised. The first is the lack of step-free access at Harrow-on-the-Hill station. The second is the access to Northwick Park Hospital and the lack of step-free access at Northwick Park station. Though Chiltern Railways uses both stations, they aren't able to apply for all the funds to improve access to stations through the Department of Transport (DfT), but instead would have to get funding via the Mayor. Another issue identified is the access at Sudbury Hill Harrow station.

Improved access would likely generate additional patronage. London TravelWatch will publish research later this year that identifies that increasing accessibility is seen positively by passengers in general, not just passengers with mobility difficulties. It improves passengers' perceptions of getting value for money. Another publication of London TravelWatch to be published later this year focuses on the design of buses and trains. The general public values vehicles with a large space for wheelchair users and buggies. Increased accessibility has positive effects for the whole community, not just the members of the community that have disabilities, such as people with temporary disabilities and people who are less abled-bodied as well as people with small children, buggies and luggage.

It is positive to see that the Council strives to have 100% of its bus stops accessible by 2015. One of the additional benefits of accessible bus stops, is that it makes bus services more reliable as it becomes easier for drivers to use the stop.

London TravelWatch is working on a project with the Royal National Institute of the Blind and Transport for All regarding A-board advertisements on public highways. For both completely blind and partially sighted

people they can form a significant obstruction on the road as many A-boards are put at random places on the pavement. The policy regarding A-boards varies across London Boroughs. The principle put forward by London TravelWatch is 'on the way – not in the way'.

Tony Wood commented that the Northwick Park Public Transport Liaison Group has decided at a recent meeting that, though the accessibility of Northwick Park station is important, the group would focus its efforts on the accessibility of Harrow-on-the-Hill station and the bus links from there to the hospital.

Sudbury Hill Harrow station

Councillor Nickolay commented on Sudbury Hill Harrow station which is used by Chiltern Railways. As Chiltern Railways main turnover comes from customers travelling long distances, they are reluctant to invest in stations where their fast trains don't stop, or to increase the number of stations the fast trains do stop at. Tim Bellenger commented that Sudbury Hill Harrow station currently doesn't have machines to top up Oyster card, which means that when passengers top-up their Oyster cards elsewhere the proceeds don't go to Chiltern Railways. Councillor Nickolay commented that it might be necessary to put an extra rail track to ensure that Chiltern Railways can let the fast trains pass the slow trains. Tim Bellenger suggested there may be scope to reopen the Great Western route for trains to the North if the HS2 line is placed in a tunnel, which would free up space on the Chiltern line. Hanif Islam commented that there had been a meeting with Chiltern Railways concerning Sudbury Hill Harrow station. Step-free access would have to be provided at both ends of the station. Chiltern Railways has indicated it would help if the Council is willing to fund the ticket machines. A feasibility study together with Ealing Council and Brent Council into improvements to the public realm along a wider corridor from South Vale along through Roxeth has just been completed. The study includes plans to adapt footways, parking, bus stops and step-free access at stations. Two challenges have been identified. The first is funding, which the Councils are now looking into. The other difficulty is that a section of private land is required for the works.

Bus stops

Hanif Islam mentioned that TfL has opened a possibility for additional funding to improve the accessibility of bus stops. The Council could potentially get more funding if the deadline to have all bus stops accessible was moved forward. Hanif Islam answered that that was a possibility. Colin Izzard asked if this funding was part of the LIP funding. Scott Lester answered that the Mayor had set up an additional fund for accessible bus stops over and above the funding through the LIP. The costs for making all bus stops in Harrow accessible this year is estimated at £0.5m.

Harrow-on-the-Hill station

Councillor Wright suggested raising money for step-free access at Harrow-on-the-Hill station via commercial fundraising, comparable to the Emirates Airline or the Barclays Bicycle hire scheme. The Council would need to consider what they could offer big business in return, for example advertisements on the concourse. One might even consider changing the name of the station. Tony Wood commented that in the current economic climate, one might need to take a cautious view. Scott Lester added that there would still be an extra maintenance liability for TfL. The results of the Chancellor's Spending Review would soon be announced public which could have a significant impact on available budgets.

Stephen Kelly explained the Council's work to create a context in which the accessibility of Harrow-on-the-Hill station would be a bigger priority. Firstly, Harrow's reputation for investment and its pedestrian footfall isn't as high as say Camden. This has an influence on the priority that is given for accessible stations in the Borough. The sense has to be created that an area is improving. If the forecast pedestrian growth rate is above the national average, local stations move up in priority for funding. The Council is committed to helping growth happen. Harrow itself is changing as well with increased developments and intensification. The Core Strategy has identified the heart of Harrow as an intensification area. The Greater London Authority (GLA) and TfL have funds specifically targeted to the heart of Harrow. The Council has worked to ensure that additional capital investment is reinvested in Harrow itself. Work is also being done with the Outer London Fund to create a critical mass of people and investments. Major developments in the town centre, such as the Lowlands recreation centre, drive movements into the town centre. All this work done around planning has a slow burning impact but it does influence priorities.

The Council is also considering the scheme for adaptations to Harrow-on-the-Hill station itself: Is the current scheme the only possibility or could there be several linked schemes? What would be the cost of each individual part? Is the Council able to pay for one of the sections and are partners able to pay for the others? How does all this fit together? Installing lifts from the concourse to platforms would happen on Network Rail Land which brings specific costs due to safety considerations, technical requirements, and regulatory

approval. If TfL would fund the costs of going down to the platforms, other parties might be able to help passengers get up to the concourse. There are possibilities for funds via the Mayor's growth fund or the Community Infrastructure Levy (CIL). If the scheme is divided into bite sized chunks, it aids the discussion with TfL about the priority of the business case.

Finally, Harrow-on-the-Hill station is scheduled to be used a pilot for commercialisation. The Council is in active negotiations with TfL about the reinvesting the funds from commercialisation back into the station. If the quality of the facilities in and around the station improves, this could lead to an increase in passengers and an increase of the station's profile.

Colin Izzard commented that he had seen early designs for the station and wondered how plans impacted on Harrow-on-the-Hill bus station. The stops are on an island surrounded by a busy road and the many buses using the station, so there is room for improvement. Hanif Islam commented that the bus station is a potential site for redevelopment. Options are constrained by a nearby office block and the Network Rail Land at the back. Stephen Kelly commented that compared to several years ago, the response from TfL is much more positive to improve access at Harrow-on-the-Hill. As the context around Harrow-on-the-Hill changes, TfL weighs the importance of this station differently. Scott Lester added that the business case for putting lifts in Harrow-on-the-Hill station hasn't changed substantially with a changed context as the cost-benefit ratio for TfL stays the same. TfL will still have to put in £2m for every £1m the Council puts in. TfL is always looking for extra capital from other partners. The station at Edmonton is a good example where DfT sponsored the project for £800k, the borough used its entire LIP funding for a year and TfL also funded part of the works.

Tony Wood suggested the Council could use a similar financial structure as was done for works in Pett's Hill, where the borough effectively loaned funds from TfL and paid them back via their LIP funding for three years. Stephen Kelly answered that the Council can indeed look at different financial constructions. The situation has changed from looking at TfL to fund the project to the Council looking at what it might contribute itself. If the Council can fund part of the works as a separate individual project, it could look at potentially investing capital spend, CIL money and 106 funds.

Tony Wood mentioned that the costs of the original scheme were £35m, which included 5 lifts. Two lifts would create access to the concourse, while the other lifts would provide access to the different platforms. Apparently, the costs of the scheme haven't increased in price over the years. Councillor Wright suggested raising a ramp to have a bridge across the platforms which would create access from the car park. This would involve removing the booking hall area in favour of the use of Oyster cards. Tony Wood commented that one of the recurrent comments from people with disabilities is that they do not want to be treated differently. In addition, TfL was likely to only want one line of ticket barriers to control as opposed to multiple ones.

Tony Wood commented that step-free access at Harrow-on-the-Hill station should become the top priority of the Council for the next few years for allocating funding. If the Council would put all its efforts into one project it might create a slightly greater chance for change.

A-boards

Tim Bellenger suggested the Council look at its enforcement policy for the placement of A-boards. The Royal Borough of Kingston had implemented a strict policy where A-boards can't be placed on the public highway. Other councils are more pragmatic in their enforcement and offer businesses guidance on where to put the A-boards.

3. Discussion topics

- **Pavements and footpaths**

Councillor Anderson commented that the journey with Mr Mehta had highlighted the difficulties Visually Impaired People (VIP) face when walking across pavements. Colin Izzard commented that the report of the two journeys were generally enlightening. He had noticed uneven pavements with 2 or 3 inch gaps at many points between Harrow and Wealdstone station and the civic centre, which could be improved.

Colin Izzard commented that even accessible bus stops can be challenging to use if there are obstructions on the pavements, for example in Northolt Road. Northolt Road also has many driveways, which makes things more difficult. For a bus stop to be accessible the height of the kerb is essential. The LIP funding can provide to adjust the height of the kerb, but if the rest of the pavement is sinking, this still creates difficulties for the accessibility of a particular bus stop. Metrolink would highlight bus stops that needed remedial work to

the Council. Hanif Islam commented that when creating new bus stops, all aspects of accessibility are taken into account. For existing bus stops this is more difficult as the surroundings can create problems. Sometimes carriageways are near, there can be utility mains in the ground or private land can surround the stop. The Council is conscious to refuse home owners the ability to have a driveway if it creates conflicts with bus stops. The Council can hardly ever move a specific stop, as its location is determined by people needing to use the bus there.

Hanif Islam also commented on the use of A-board advertisements in the Council. If A-boards are placed on private land, it becomes difficult for the Council to influence where they're placed. Some A-boards are placed on public footpaths. Enforcement by the Council is never enough to solve this. Businesses also need to understand the needs of their customers, which include people with mobility difficulties or visual impairments.

Colin Izzard commented on the concept of 'shared space', another issues raised during the journey with Mr Mehta. There can be a lack of clarity in 'shared spaces' about where the expected pavement stops and the roads starts. Scott Lester commented that there is a detailed examination of an area spaces before a 'shared space' is created. St. Johns road near Clapham Junction has been a shared space for the past 20 years, where street furniture demarcates the area between the road and the pavement.

Tony Wood added that many bus stops are unnecessarily cluttered by bins. The bins were once installed so people could dispose of their paper tickets. As paper tickets are no longer used, the bins are either unnecessary or could be moved.

Parking

Gerry Devine commented on trip hazards on pavements. A lot of NHS resources are spent on dealing with the damages. Often these uneven pavements are created by heavy vehicles. It would be useful to implement a system of penalties via CCTV cameras. It could save the Council money as it would enable them to recuperate the costs of repairing roads. Hanif Islam commented that the Council does enforce against illegal parking by sending a Penalty Charge Notices (PCN), if it can identify the owners. This usually requires the license plate to be visible on camera. If there are no cameras, it is a cheaper alternative to place bollards along the pavements to prevent damage, such as for example in Wealdstone High Street. The Council does a routine cycle of inspections of the roads in the Borough which is the basis for a programme of repairs. If the Council is sued for damages, it is generally covered for insurance claims as long as the road has been inspected and repaired according to schedule. Fortunately, cases for damages don't arise very often.

One area of concern is Kenton Road, where there is no dedicated loading space. Businesses have complained to the Council that their only options for delivery of goods are to either park on the pavement or park at a bus stop. There will be a meeting between the businesses and the Council to see if a dedicated loading bay can be introduced in Kenton Road.

Colin commented that one frustration amongst bus drivers is the parking by security vans. It can be an endless chase to track down the owners and issue penalties. Public awareness about appropriate parking is therefore very important. Councillor Wright suggested encouraging residents to take photos of illegally parked vehicles and sending them to the Council. With the wide use of smart phones, it should become easier for the Council to obtain pictures as evidence. Tony Wood suggested using the Council's large network of Neighbourhood Champions to report on bad parking. The responsible officer could send a note about how and where to lodge complaints around parking.

- **Buses**

Tony Wood commented that the journey with Nicky Baker had identified that bus drivers often don't hear the special bell that indicates that a wheelchair user wants to use the ramp at the next stop. Paul Giles commented that the special bell definitely makes a different sound from the other stop buttons and bus drivers do distinguish between the two. Unfortunately, bus drivers had commented to him that the general public uses that special bell so often that it tends to no longer serves its purpose. Tony Wood commented that if drivers are aware a person in a wheelchair is on their bus that should help them recognise the special bell is used genuinely.

Colin Izzard mentioned that TfL has launched a big awareness project about the use of space on buses. The approach is to push the moral imperative for people to make space on the bus for passengers in a wheelchair. There is unfortunately a lot resistance amongst other passengers and many buses are full at any point in time.

Colin Izzard also commented that one difficult issue is enabling communication between the bus driver and passenger in a wheelchair. The driver has his/her Public Address (PA) system, but some passengers with disabilities object to having the attention of the whole bus diverted to them. The question was how much interaction was possible and desirable.

Councillor Wright asked whether buses have CCTV cameras installed. Colin Izzard answered that TfL requires every bus to have CCTV and the average double decker bus has at least 12 cameras. Similarly, buses aren't allowed out of the garage if the ramp is broken and there is a very strict time frame within which the ramp must be fixed.

Councillor Miles asked whether the new buses also have a button outside down the side of the bus to be used by passengers in wheelchairs. Colin Izzard answered that this is one of the design specifications of the buses. If the button is placed far away from the door, wheelchair users have to move around rather quickly to use the ramp. The bus companies do their best to make the buses a friendly environment for passengers with disabilities. Scott Lester commented on the vehicle type. TfL specifies the capacity of the bus, the ramps and whether there should be multiple doors. The choice of the specific type of bus and bus manufacturer is down to the bus companies. Colin commented that it was useful to know that based on a bad experience with a particular stop, perceptions about the difficulties of a specific stop travel widely among passengers.

Scott Lester commented that TfL had worked with Haringey Council to improve accessibility at Muswell Hill bus stop by adding an extra bus stop in the area as Muswell Hill is very steep. The new fund from the Mayor to improve bus stops can be used to install completely new stops. Scott Lester also commented on the capacity of bus routes. During peak times, one would expect about 60 passengers on a bus. To provide that one extra bus in the schedule costs hundreds of thousands of pounds over a year, especially for a potentially small number of passengers in that extra bus. Similar or even greater costs would accrue to change the vehicle type of buses.

Gerry Devine commented that, despite the accessibility of buses and the large number of accessible bus stops, there are still people who can't get to their local bus stop or can't use buses at all. Some people are either too frail or lack confidence. Scott Lester commented that Dial-a-Ride service is available for some people and that hospitals provide special transport to and from hospital appointments. Tim Bellenger commented that as the eligibility criteria for concessionary travel don't overlap, councils, the NHS and Dial-a-Ride services would do better to coordinate the different services to provide a single door-to-door service which would be easier to use. Gerry Devine answered that this was being looked at in Kensington and Chelsea assisted by their local community transport.

Hanif Islam mentioned that Harrow Council does run a volunteer based travel mentor scheme that develops people's ability and confidence in using public transport TfL provided funds the training of the volunteers and their travel. It depends on the individual how much assistance they require. Colin suggested liaising between the bus company and the Council and possibly use this scheme for training purposes for the bus companies, as there are often awareness issues. Hanif Islam offered to exchange information about the Council's mentoring scheme.

Tony Wood commented that on the coordination of transport following reorganisations in the NHS. Northwick Park Hospital now has a larger catchment area of patients. One of the priorities of the Northwick Park Hospital Transport Liaison Committee is to divert the route of the 395 bus to the hospital as many patients from Ealing use that route. Gerry Devine added that ideally the 395 route would also the hospital ring so patients get access to the rear of the hospital.

Hanif Islam added that Harrow community transport had asked for a specific stand in the town centre for their passengers. Gerry Devine added that he volunteers as a driver for community transport and many passengers request to be dropped off at the bus station, but there is no place to stop near by. The only alternatives are to break the law or stop a long way off.

- **Trains, underground and stations**

Tony Wood commented that Nicky Baker had indicated that she can't reach the buttons for the lift at Harrow and Wealdstone station as she can't get close enough to the buttons. There are metal barriers on the ground just in front of the buttons. Muhammad Hashmi would look into this.

Colin Izzard commented that the extra work done to provide lifts at Harrow and Wealdstone station had made a big difference to accessibility in the area.

Councillor Anderson wondered why staff at Harrow and Wealdstone station couldn't help passengers in wheelchairs on the slow trains. Muhammad Hashmi answered that passengers in wheelchair couldn't be helped on the Bakerloo line service, as passengers could not exit the Bakerloo trains further down the line. Health and safety concerns for customers and staff due to factors such as height, platform widths and ramp design are a crucial factor. There had been an existing agreement with staff and unions of London Overground about assisting passengers with ramps when London Underground Limited (LUL) had taken over the management of the station. In addition, there were not enough ramps on platforms 1 and 2 to be able to help people on the slow trains, and the location where the trains stop combined with existing architecture on the platforms also creates difficulties. Colin Izzard commented that especially in the run up to the Olympics, one would expect more ramps to be available. Muhammad Hashmi commented that such problems exist across the network. Wembley Central was an example of a station where lifts are installed, but there are difficulties around provision of ramps. Colin Izzard commented that unfortunately for many stations there was no suitable replacement via bus services. Tony Wood offered to send an email to the general manager of the Bakerloo Line and Gerry Devine offered to do the same with the general manager of London Overground. Tony Wood added that the complete journey was important so it would be good to know what was happening across the entire network.

Colin Izzard commented that accessibility at Stanmore station was a feat a human endurance for any person in a wheelchair. Tony Wood commented that funicular lifts could possibly be used at Stanmore to improve accessibility. Councillor Nickolay commented that only platform 3 was level with the train. If a person in a wheelchair arrives on platform 1 or 2, the method to notify staff is to ring a bell on the wall of the platform.

Colin Izzard commented that it was a positive development that so many stations on the Bakerloo line had improved lighting and new paintwork. This makes stations feel safer, which can be a great concern for vulnerable people who can feel scared to use dark and dingy locations. Scott Lester commented that those improvements had been part of £3bn investment in the entire underground network. It increases passenger reliability.

Tony Wood asked about the provision of toilets in stations as this issue is consistently raised by people via the Harrow Public Transport User Association. Many stations don't have toilets, many toilets close at 8PM and some bathrooms are permanently shut. Muhammad Hashmi commented that many toilets are closed at certain times to prevent vandalism. Passengers can always ask the staff for access. Tony Wood suggested putting a notice on the door to that effect. Gerry Devine added that TfL provides a map of the stations with bathrooms which can be downloaded from the TfL website. Scott commented that there is an App one can put on an Iphone called SatLav, which provides the same information. Muhammad Hashmi added that sometimes toilets have to be closed because the cost of keeping the toilet useable is too great. One example is the toilets at Wembley Park: the fast trains passing through the station make the bathrooms shake to such an extent that they are falling apart.

- **Travel information**

Councillor Anderson commented that one issue that was raised by residents was that travel information at bus stops was often only visible but not audible. There is no sound version of the bus countdown system, which displays the estimated arrival time of buses on a digital screen. Colin Izzard suggested linking the countdown system, people's phones and talking software. Hanif Islam recommended looking at smart phone apps.

Hanif Islam also commented on the standard LCD screens at bus stops. The screen itself is a standard model but the data feed can be customised to the specific location of a stop. Hanif Islam asked whether the announcements on the bus about the arrival at stops would be audible outside the bus at the bus stop itself. Colin Izzard answered that the announcements on buses are coordinated so that the route number and final destination of the bus is announced at each stop, but that there is a lot of variance in the volume between different buses. There also needs to be an account of how comfortable it is for passengers in the bus if the announcements are meant to be audible outside the bus. Gerry Devine commented that work is being done at the main entrance to the hospital at Northwick Park to have a countdown screen of the local buses displayed so passengers don't have to wait outside.

- **Council policy**

Colin Izzard commented that it was to good to see in the report an outline of the Council's polices and where they are derived from. He also complimented the Council on its proactive stance regarding transport and accessibility and hoped it would maintain this approach. Hanif Islam commented that the LIP contained key bullet points and the Council had separate policies in place for each of the key items, which he offered to send round to anyone interested.

- **Coordination between Council and partner organisations (incl. funding)**

Colin Izzard commented that he valued that the Council continued to host the transport liaison meetings as he's aware it takes up officers' time and that some councils have actively disengaged from transport providers. Officer engagement with operators is needed to produce good transport policy. Councillor Nickolay complimented the good work done by Tony Wood as the chairman of Harrow Public Transport User's Association had certainly contributed to this as well as the good work done by officers. Hanif Islam commented on the good relationship between the Council and TfL.

4. Any other business and next steps

Gerry Devine invited everyone to attend a lunch organised by Harrow Community Transport on Tuesday 16th July regarding Accessible Transport. The lunch was organised as part of a consultation on the accessibility of Public Transport.

Councillor Anderson explained what the next steps for the review are. Notes of the meeting would be included in the evidence of the review. In the next two months the review group would complete their report, which would focus on recommendations to Harrow Council Cabinet. The report would be included in the Overview and Scrutiny Committee meeting in September and Harrow Council Cabinet meeting in October.

7. NOTES VISIT TO STANMORE STATION TUESDAY 4TH JUNE 2013

Present: Councillor John Nickolay and Councillor Stephen Wright

Members parked in the service road off London Road to the east of Stanmore Station to examine the so-called "step-free" access to and from the station.

Members walked down the slip road into the car park, finding it uneven and really rather too steep for anyone in a wheelchair wanting to enter or leave. The presence of a mini road hump at the exit from the car parking area also presented a hazard. Mounting the well inclined series of slopes from the car park level to the booking hall seemed to present no problem to the members, although people in manual wheelchairs have indicated the slope is too long and steep. From the booking hall with a special gate onto and from the platforms, it all appeared satisfactory.

Members walked onto the platforms where we could see for ourselves the varying levels for getting to and from the train and the platforms. Platform 3 had been constructed so that it was level with the floors of the trains for its entire length, but platforms 1 & 2 were up to four inches (10 centimetres) above the floor levels of the trains. Members asked a member of staff what would happen to someone in a wheelchair who did not arrive on platform 3. The member of staff explained that it would be necessary for someone to press a button and ask for a member of staff to provide a ramp. Since the button was on the wall of the platform a wheelchair user either needed someone in attendance or a helpful fellow passenger to press the button for them. Members felt this situation should be reviewed.

Having climbed the 40 or so steps providing direct access from the booking hall to the street level, members estimated that anyone wanting to reach the bus stops by way of the "step-free" route would be using a route of about a quarter of a mile (400m), assuming they had the stamina to manage the bumpy and rather steep slope from the car park to London Road.

Just as a matter of interest members asked a bus driver if one could get to the Royal National Orthopaedic Hospital by bus. The bus driver informed members there was an occasional shuttle bus (which, according to the timetable, seemed to be at least no more frequent than every 45 minutes) but made no reference to the 615 which, despite a more circuitous route, did seem to be more frequent.

Members concluded that the "step-free" access at Stanmore Station was in reality only satisfactory for anyone going to and from a vehicle in the car park. To claim it enables people to get to and from the bus stops on either side of London Road is a gross exaggeration that only pays lip service to what is stated on the Underground maps.

Members did wonder if the Greenford Station funicular lift might serve a purpose at Stanmore.

8. ACCESSIBLE TRANSPORT REVIEW

RESPONSES TO POINTS SEMINAR TfL CONSULTATION DELIVERY SURFACE PLANNING

Points raised including responses

1) Experiences of Public Transport

A) Positive comments

- H18 bus service is superb. **We'll let the operator know.**
- Bus lines serve as a lifeline for one participant
- All buses have disabled access.
- General public are helpful when they see a person using a white cane
- Metroline provides a good response to problems. **We'll let them know.**
- Accessibility of public transport is getting better. **Good for them to acknowledge this.**

B) Negative comments

Stations

- Harrow on the Hill station is not step-free

Trains and underground

- One participant in a wheelchair does not use the train, underground or overground at all.
- It can be stressful waiting for assistance at a train station and not knowing whether the assistance will be there on time.
- Train stations require people in wheelchairs to book for assistance 24 hours in advance. Even at stations where there is always enough staff.

Buses and bus stops

- Especially when a bus has been delayed, the bus tends to leave the bus stop very quickly. This makes it difficult to find a seat in time. **Drivers should give everyone time to hold on or get to a seat before moving off. Older and disabled bus users who monitor the service independently and under cover consistently report they are given time to hold on/get to a seat 90% of the time. We will continue to work with bus operators on the other 10% of drivers who don't.**
- The bus stop outside Harrow and Wealdstone station on Masons Avenue isn't accessible with a ramp. One participant has gotten stuck on a bus as the ramp broke while entering the bus at this particular stop. **We will examine this.**
- Bus stop in Wealdstone high street has been moved, but the digital display doesn't reflect this. **Again we will examine this.**
- The notice that this bus stop had been moved was only visible if you faced away from the road. **Thank you for letting us know. We will make sure that we take note of this in any similar situation in the future.**
- Notices about bus stops that have been moved, don't contain information about how long the disruption is scheduled to be. **I agree that the information needs to be more**

explicit where this is possible. Sometimes exact timescales are not always known and in those circumstances it is better to say nothing than to give a date which in the event is inaccurate.

- Buses don't always stop next to the kerb. Sometimes it genuinely isn't possible as the driver needs space to manoeuvre the bus in to the kerb and if something is blocking the path then it can be difficult. Again, our monitoring shows that drivers do pull up to the kerb around 95% of the time and we are continuously working with the bus companies to improve this. It remains a fundamental part of initial and ongoing training for bus drivers.
- To exit a bus while in a wheelchair, often one has to yell at the driver to get the ramp extended. There is dedicated 'blue' bell push in the wheelchair area which lets the driver know you need to exit the bus. It makes a distinctive sound and operates a light on the dashboard so the driver knows a wheelchair user needs to get off. You shouldn't have to yell, but we know sometimes situations aren't ideal. We will continue to incorporate this into driver training and information.
- Bus drivers often say kerbs aren't suitable for using the ramps. It would be useful to understand how often. Generally this shouldn't be the case and whilst we know some stops make it difficult for ramps to deploy successfully, drivers should try and if necessary they can move the bus to a different piece of the kerb. They have been trained to do this. Again, our monitoring shows that the vast majority of wheelchair users (98%) successfully board their first bus which suggests these incidents are rare.
- Often, kerbs at bus stops have bins and signs that don't leave enough space for the ramp to be used. 71% of London's 19,000 bus stops are what we call fully accessible, that is the kerb is at the right height, the approach is clear and there are no obstructions at the stop. This figure is set to rise to 95% by 2016. In Harrow, the figure currently is 84% of bus stops, so clutter should gradually reduce over the next couple of years.
- The bus stop across from the Waitrose in Harrow and Wealdstone had its shelter removed. Comment was added that this was done to put in a replacement, but due to technical problems the replacement shelter had been delayed. **We will come back to you on this.**

Pavements and street works

- The Rayners Lane estate has a lack of dropped kerbs. The dropped kerb near the H12 bus stop on one side of the road has even been removed.
- Road works in Wealdstone high street reduce accessibility.

Travel information

- The announcements on buses are often either visible or audible – not both. **Our survey's show that on 97% of all buses the signs & announcements worked properly.**
- Signs and announcements can be improved to reflect accurate travel information in multiple ways. **We are working on a range of improvements to pre-journey and real-time information, including a revamped website, on street information and training bus drivers to make good quality, timely public address announcements.**
- Announcement regarding cancelled trains are often only audible and don't show on the displays.
- Announcement concerning the gap at platforms need to be visible as well as audible.
- Displays should provide real time travel information.
- Making complaints can be difficult as there are many different companies and providers involved.
- When a complaint is made to TfL, there is no option to get feedback on the complaint.

Other

- Full access doesn't just relate to physical accessibility. We fully understand this and are working with a broad range of user groups representing people with hidden impairments so we can better understand and meet their needs.
- Using public transport can be intimidating. We understand this and we offer a Travel mentoring service for people who need help in being more confident using the public transport network. Full details here: <http://www.tfl.gov.uk/gettingaround/26330.aspx>
- Travelling during rush hour is very difficult. We understand this and we know this is a barrier to travel for many older/disabled transport users. Regrettably, crowding is an issue for us all and London's population is set to grow. What we can do to ease crowding as much as possible is to run a reliable service and both the Tube and bus networks are at their most reliable.
- People with invisible disabilities don't get the same helpful response from the general public. See above. We understand this but TfL cannot reasonably educate the public at large. What we can and are doing is to train our staff to understand the issues and behave in a polite and professional way.
- One participant felt restricted to venues that were local.

2) Improvements

Stations

- Harrow on the Hill should be made step free.
- Maybe the lift shafts of the post office could be used to make Harrow on the Hill step-free
- Rayners Lane should be made step free
- Maybe the private sector could fund cable cars or lifts at stations.
- Currently, funicular lifts are being installed at Greenford station, which is a cheap method of providing step free access. They do require wide staircases. They could be used at more stations.

Trains and underground

- There should be more moveable ramps on trains and at stations.

Buses and bus stops

- Some bus seats are placed so high that it is difficult to use for short people. Can you confirm if this is at shelters or on buses please? **If on buses are there any particular seats and / or types of buses where this is a problem?**
- Often, people place their buggies in the space for wheelchairs. The existing policy is that people are requested to remove their buggy, but they are not required to. The new policy would be that wheelchair users are priority, but this still doesn't require people to remove their buggy. **Bus drivers and operators cannot insist people with buggies or other passengers move out of the space for wheelchair users. This has recently been 'tested' in the courts who determined the space is a 'designated' one not a 'dedicated' one. That said TfL has undertaken extensive research to help formulate a recent public campaign with posters on stops, buses and shelters asking "buggy users to please make space for wheelchair users". Any message more forceful than this runs the risk of alienating those people who willingly give the space who would be persuaded by the campaign. We believe the tone of the campaign is right and we will continue to train staff to ask those in the space to move for wheelchair users and use the correct boarding procedure to create priority access.**

- Make buses so that two wheelchair users could use the same bus at the same time. This could also solve some of the problems around wheelchair space in buses being used for buggies. **This would require the removal of seats, which will seriously impact other older/disabled bus users, especially those who would find it difficult to climb stairs or even a step. It is not a realistic solution unfortunately. Remember London's buses are often very frequent and in independent surveys, 98% of disabled passengers successfully board the first bus.**
- Many bus stops are cluttered with fixed bins, lamp posts and signs. They should be audited by bus drivers. **It's not practical for bus drivers to do this but stops are audited and "clutter" is removed wherever possible.**
- If a ramp on a bus fails during a journey, the bus should immediately be taken to a garage. **Our current procedure is that it should be repaired or replaced as soon as practical, very often at the end of that trip or the next one. We believe this is a reasonable timescale which impacts the fewest passengers. Bus operators are not paid for trips where they operate with a faulty ramp, so they have every incentive to sort the problem out as quickly as possible.**

Pavements and street works

- Kerbside works in the borough are on a three year programme – this needs to be quicker.
- The pavement between the town centre and Morrisons underneath the main road is placed in a circle, is uneven and very textured. It is incredibly difficult to use in a wheelchair, with a rollator or with a buggy.

Travel information

- Comments and complaints to London buses can be improved as there are so many different bus companies. It is unclear where to complain.
- Travel information should be accurate, real time and always both visible and audible.
- In stations, there is often a lack of sign posts to the 'disabled access area', e.g. the elevators.

Other

- Bus companies require wheelchair users to back into the pad in the space for wheelchairs due to health and safety requirements. However, other adults can decide themselves whether they want to sit, stand, hold on to any handles or not. Wheelchair users aren't allowed to assess those risks themselves. **This is a legal requirement which TfL cannot change.**
- When in a wheelchair in public transport while it's crowded, it can feel like you're being overrun. **We understand this. Please see note above on crowding generally.**
- Dial-a-Ride offers a great service. However it is difficult to book as the phone lines are generally overwhelmed with calls between 9am and noon.
- The Taxicard scheme is easy to use in Harrow. When farther out of the borough, taxis can be more difficult to arrange. You can get charged for long waits of the taxi.
- There should be a holistic approach to accessibility, for instance with bus stops are accessible and where dropped kerbs are placed. We do try and achieve this where we can/. **Please see the document "Your Accessible Transport Network" which attempts to approach accessibility and an integrated way.**
<http://www.tfl.gov.uk/gettingaround/transportaccessibility/1167.aspx>

LONDON BOROUGH OF HARROW

CABINET – 17 OCTOBER 2013

**REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 17
SEPTEMBER 2013**

**REGENERATION IN NORTH HARROW, REPLICATING LESSONS IN OTHER
PARTS OF THE BOROUGH**

Members received a report of the Corporate Director of Environment and Enterprise which outlined the work to reduce vacancy rates in North Harrow and how the lessons learnt could be transferred to other district centres in the borough. The report detailed the activities in North Harrow in the context of emerging national, regional and local strategies to stimulate economic growth.

The Committee agreed that the former Portfolio Holder for Planning and Regeneration be allowed to address the Committee. The Chair welcomed the former Portfolio Holder and officers to the meeting.

Members welcomed the report stating that the lessons learnt section was helpful and that it could be a valuable blueprint as to what could be done elsewhere. Having considered the report, Members made comments and asked questions as follows:

- Clarification was sought in relation to the North Harrow Business Association and Members were advised that the North Harrow Partnership had been established. The Council was able to guide business/traders' associations in terms of constitutional issues.
- A Member questioned whether the Council was able to coordinate different traders associations and whether there was any particular mix of retail and non retail that the Council could secure. The officer advised that such associations were sometimes dependent on only one or two individuals who were enthusiastic, active and community orientated. Many in the borough functioned without direct Council support and that others needed some Council direction. In terms of retail/non retail use, a local development order provided more flexibility in changing the use of premises, but the Council was unable to prevent the same type of business trading if that use was permitted. The Council could not, for example, limit the number of fried chicken shops in area if that class of use was allowed.
- A Member stated that traders and residents' groups were vital to a successful district centre but may become demotivated by lack of action by the Council. An officer advised that a toolkit had been prepared that provided traders with advice on how to set up a group, best practice and development of a constitution. The officer also attended meetings of the traders' associations and partnerships to provide advice and guidance.
- Referring to the gym, the effect on the area and the controversy linked with the lack of supermarket in North Harrow, a Member questioned how the Council could get residents on board. The officer stated that, in his view,

residents had been on board and that the items that residents could buy from a supermarket were readily available from the independent traders in North Harrow. The opening hours of the gym had been an issue but the gym had also brought visitors into the area who may then spend money locally. The former Portfolio Holder added that at the time the Council agreed to the gym, the Council had been keen to find a business to use the premises.

- A Member congratulated officers for the work done, stating that North Harrow had been a success largely due to the mix of business models.
- With reference to the petition presented to Cabinet the previous week which had contained over 3,000 signatures, a Member stated that it appeared that parking was a priority for residents. Residents wished to make their purchases quickly and easily by parking outside the relevant shop, rather than parking round the corner in the car park. The officer responded that traders wanted on street parking and the car park was under used. A survey of 400 shoppers and 200 business had identified that the importance of parking was dependent on the particular shopping area (district centre). For shoppers, the biggest draw was the offer in the shops but he acknowledged that there were considerable complexities around parking.
- A Member questioned whether any resources were available from the Greater London Authority for similar work to that done in North Harrow and, if so would bids for vulnerable areas be likely to succeed. The officer advised that such funding was not available, but if they became available would hope a bid would be successful.

The Chair thanked the Portfolio Holder and officers for their attendance and responses. It was then proposed and unanimously agreed that it be

RESOLVED: That Cabinet be requested to consider this report and how viable it was and to consider those areas with over 10% frontage vacancy detailed on page 10 of the report.

FOR CONSIDERATION

Background Documents:

Draft minutes of the Overview and Scrutiny Committee – 17 September 2013

Contact Officer:

Alison Atherton, Senior Professional Democratic Services

Tel: 020 8424 1266

Email: alison.atherton@harrow.gov.uk

f

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	17 September 2013.
Subject:	Regeneration in North Harrow, replicating the lessons in other parts of the borough
Responsible Officer:	Caroline Bruce, Corporate Director of Environment and Enterprise
Scrutiny Lead Member area:	Environment and Enterprise Scrutiny Leads Cllr O'Dell Cllr Wright
Exempt:	No
Enclosures:	North Harrow Investment Profile

Section 1 – Summary and Recommendations

Overview and Scrutiny requested a report on the work to reduce vacancy rates in North Harrow, and how the lessons can be transferred to other district centres in the borough. The report notes activities in North Harrow in the context of emerging national, regional and local strategies to stimulate economic growth. A separate report on reducing long term unemployment will follow at the next Overview and Scrutiny Committee in October.

Recommendations:

That the Lessons Learnt be noted and Members consider whether those Lessons could be adopted elsewhere in Harrow.

Section 2 – Report

1. Introduction

Harrow Council has a corporate priority of “Supporting Our Town Centre, Our Local Shopping Centres and Businesses”. It also has targets to create 4,000 new jobs in the borough by 2026. Our high streets are a visible indicator of economic prosperity. Everyone can visit a district centre and count the number of empty shops. Whereas everyone can not count worklessness, or business survival rates in Harrow. From October 2011 to March 2012 the council invested circa £308k in North Harrow. The money was secured through a competitive bidding process from the Mayor of London’s Outer London Fund (OLF). The known percentage of vacant shop frontage when the bid was submitted was 23.09%. The rate in June 2013 was 6.47%. This report outlines the projects funded, the subsequent actions, and how this work could be transferred to other district centres. It is assumed that any lessons to be transferred would be done so on little or no budget. Finally, the report considers the economic impact of regenerating Harrow’s district centres in the context of the wider economy and emerging local, regional and national strategies to promote economic growth.

2. Background

In 2003, prior to the closure of the Safeway supermarket, the total vacant frontage in North Harrow was 1.46%. The supermarket accounted for 6.39% of frontage. In 2005/6 the vacancy rate had grown to 11.98% and this peaked at 23.09% in 2009/10. The table below shows North Harrow’s vacancy rates in the context of Harrow’s other district centres.

Table 1

Town Centre	% Frontage Vacant 2008/09	% Frontage Vacant 2009/10	% Frontage Vacant 2010/11	% Frontage Vacant 2011/12	% Frontage Vacant 2012/13
Harrow	5.62	7.77	6.41	8.95	9.49
Burnt Oak (part)	6.28	8.21	3.49	1.84	0.00
Edgware (part)	6.70	7.33	7.41	14.58	7.88
Kenton (part)	1.59	8.29	6.59	6.18	0.00
Kingsbury (part)	3.92	0.00	3.92	3.92	0.00
North Harrow	15.52	23.09	21.03	13.77	6.47
Pinner	3.58	3.63	2.99	3.55	4.80
Rayners Lane	10.34	11.83	9.87	10.66	10.54
South Harrow	4.49	4.34	1.49	3.08	3.65
Stanmore	1.65	0.80	4.95	0.00	0.80
Wealdstone	9.75	10.44	9.15	7.92	9.35
Belmont	11.04	12.66	10.01	6.60	3.33
Harrow Weald	3.21	3.21	3.98	8.35	10.52
Hatch End	3.17	7.13	6.66	4.06	3.11
Queensbury	5.58	5.06	9.08	7.50	9.68
Sudbury Hill (part)	0.00	6.27	3.27	3.27	0.00
Average Vacancy Rate	5.78%	7.50%	6.89%	6.51%	4.98%

Source: Harrow Council,
Planning

North Harrow was chosen for specific attention because of the high vacancy rate. In 2010 and 2011 a number of meetings were held with traders, ward councillors, community groups and the police to determine how the issue could be tackled. This resulted in an action plan for North Harrow. In the summer of 2011 the council secured funding from the Mayor's Outer London Fund (OLF). This led to the appointment of a Town Centre Manager and the delivery of a number of projects generated from the action plan. The OLF programme aimed to help develop a North Harrow Partnership, market and promote the centre, improve its infrastructure and provide greater flexibility in planning policy through the introduction of a Local Development Order.

Initiatives to market North Harrow included Autumn, Winter and Spring events, the launch of a North Harrow web site, production and distribution of a Business Directory, installation of new notice boards and planters, the purchase and installation of Festive Lights and a Visual Merchandising training programme for local traders. The local infrastructure was improved by partial resurfacing of Cambridge Road Car Park, and the installation of 9 new on-street parking bays. The introduction of a Local Development Order in July 2012 provided greater flexibility in planning policy and may have had an impact in attracting the Gym Group to North Harrow.

Table 2 Summary of projects funded

Outer London Fund Criteria	Project title	Budget allocation	Actual Spend
Working Together	Town Centre Management, admin and Local Development Order	£60,000	£55,668.73 (salary costs Town centre manager, local development planning officer, admin support and print costs)
	Good Practice Project	£5,000	
Love your high Street – websites, information pamphlets, markets Shop Front surgeries – shop front improvements	Promotion and Marketing		
	Visual Merchandising	£30,000	£20,742
	Community Notice Boards	£21,550	£21,550
	Town Centre Website	£3,400	£3,950
	North Harrow Business Directory	£6,000	£5960
Nurturing Street Life	Environmental Improvements		
	Planting Project	£2,000	£1920
Adjusting Places Car parking	Access		
	Car parking bays	£208,450	*£162, 479.64

Dressing Up – seasonal dressing, Festive Lights	Christmas Event		
	Banners	£2000	£1990
	Festive Lights	£12000	£11925
Love Your High Street – markets	Events Other		
	Spring Event	£10000	£10000
	Design Fund established with agreement of GLA post application for funds.	£10000	£6542
Total		£360,400	£307,727.37

The vacancy rate fell to 13.77% by June 2012, and the occupation of the former supermarket site by the Gym Group, helped North Harrow reach a low of 6.47% in 2013.

According to the criteria used by the GLA, the 16.62% reduction in vacancy rates could create up to 101 new jobs. The methodology assumes that 1 job is created for every 21m² of retail use. However, given the Gym Group is not retail, it is likely that less than 101 new jobs have been created.

Although OLF funding ended in March 2012, engagement has continued. This included supporting the development of the North Harrow Partnership, working with Genesis to attract an occupier to the former supermarket site, holding a series of markets in North Harrow to attract footfall, and continuing to promote the centre through its Investment Profile.

Parallel to all this work has been a focus on telling the story, The council's Communications service constantly promoted positive press stories to local and regional media. North Harrow received positive media coverage in the Harrow Observer, Harrow Times, BBC Asian Network, BBC Radio London, Look West London and the Londonist.

North Harrow was a place in decline. However, in the space of 6 months, school children were being asked to reflect on their shopping centre, and to create banners for that shopping centre. They were then able to visit the area and see their art work festooned from lamp posts. In the same period school children, parents, and community groups were brought together to perform at events, or to watch performances in North Harrow. By the Spring, residents were able to enjoy the biggest street market held in the area, which provided free space to new and established traders. These activities were used by the local press to constantly promote positive stories about North Harrow.

Potential businesses could read in the local press about North Harrow. They would learn about the Mayor of London's investment in the shopping centre, and the council's relaxation of planning controls (through the LDO). If their appetite for North Harrow was whetted, they were able to obtain more information from the council's Investment Profiles. Those Profiles outline the shopping catchment area, its demographics, parking spaces, planning policy, public transport routes, retail composition and commercial agents.

The management and delivery of the North Harrow programme was undertaken by a full time Town Centre Manager. The sheer volume of procurement, consultation, events management, co-ordination, financial management, and administering the GLA's claims procedures required a full time Town Centre Manager, a Local Development Officer, and administrative support.

The legacy of the North Harrow bid includes the new parking bays, Festive Lights, market stalls, planters notice boards and a North Harrow Community Partnership. The Partnership is chaired by a local solicitor and includes representatives from the police, Nower Hill School, Methodist Church, Headstone Residents Association, ward councillors and some traders.

It is difficult to state which interventions in North Harrow had the biggest impact on securing new businesses into the area and reducing the number of empty shops. However, the cumulative impact of investment and activity in North Harrow can be summarised as the creation of a new positive community image of the area.

3. Lessons learned.

There are specific issues that relate solely to North Harrow, but there are also generic issues common with other district centres.

Harrow's District Centres have between 1500 and 2,500 households within 500metres, and between 5,000 and 7,000 households within 1km. There is roughly a 14% churn in Harrow's population. Businesses can not assume that local residents are aware of the local shopping offer and should consider how they promote themselves and their centre to their immediate catchment area and surrounding travel to shop areas.

3.1 Site Specific issues

North Harrow had a specific issue with the closure of the Safeway Supermarket. This was complicated by complex issues around ownership of the site and the use of the site. The council engaged with the owners at a high level (the then leader of council), and also let it be known that it was investing significant time into promoting North Harrow. The relaxation of planning controls through the Local Development Order provided a message to would be occupiers that the council was willing to be flexible in its approach to change of use. The change of use granted through the LDO enabled the Gym Group to bring back into use 6.39% of frontage.

Lesson Learnt
High level engagement is necessary to resolve complex issues. The council needs to demonstrate it is serious about an area and in some cases demonstrate it can be flexible. The need for flexibility when a centre is in decline is reflected in the Local Development Framework (LDF).

3.2 Consultation

In meetings with the traders in 2010, specific issues were raised about the need for on street parking. Traders argued there was a need for additional on-

street parking bays. It was argued that it was inconvenient for shoppers to park in the car park, walk to the shops and make a quick purchase. The sites for 16 new parking bays were agreed with the then chair of the North Harrow Partnership, and funding was secured from the OLF to install the bays. However after statutory consultation with residents (and traders), the proposal for 16 parking bays was rejected, and 9 parking bays were installed.

Lesson learnt

The views of residents / shoppers and traders are not always consistent. When major investment is planned, consultation is important to evidence the need for that investment. (It should be noted, applicants for OLF had about a month to submit detailed applications).
--

Scrutiny may wish to note that surveys of 400 Harrow shoppers, 237 Harrow independent traders were conducted in November 2012 and December 2012. The Shoppers survey found that shopping offers, are the biggest incentive to shop locally, and were far more important than parking. .

3.3 Business Regulation

During the work in North Harrow, there were a number of cases where new start up businesses were falling foul of the regulatory process, particularly in relation to building control, planning and environmental health legislation.

Lesson learnt

New businesses require “up front” advice on how they can conform to the regulatory framework. This would help reduce enforcement costs incurred by Harrow Council. More importantly, by helping new businesses, getting it right first time, it would also help reduce business costs.
--

Please note, the council has now developed an on-line Toolkit to Regulation.

3.4 Street Markets

The North Harrow Town Centre Manager was retained for a short period after March 2012 to handle the transition period after funding ended. This included supporting the Community Partnership, and the delivery of a market to attract footfall to North Harrow. It was an ambition to create a regular market in North Harrow. Parallel to this, a council project Xcite secured £38,000 to support unemployed residents into self employment. The concept was to provide access to market stalls to enable budding entrepreneurs to test trade their goods and services.

A tender process was entered into which invited operators to use the stalls purchased through OLF. In return the operator was required to deliver street markets, provide additional stalls, ensure new market traders had the use of 10 stalls, and that markets would complement existing provision.

An operator was secured and a licence agreement entered into. Unfortunately, the level of success secured by the Spring Market in March 2011 was not repeated. The retailers in North Harrow complained about competition, ward councillors and partnership members raised issues about

market traders use of the on street parking bays, litter left by the traders, and the lack of quality and diversity of the shopping offer provided by the markets. The experienced street traders that took a stall complained about lack of publicity provided by the market operator. The new “unemployed” traders exhibited a number of support needs which suggested market trading was not suitable for them. The market operator and experienced traders had also raised concerns on whether North Harrow had sufficient footfall to sustain a regular market. The North Harrow Partnership called for the market to be closed. The market operator and council mutually ended the licence agreement.

Lesson learnt.

Establishing a new regular market in an area of relatively low footfall is difficult. The council does not have the funding to deliver the necessary publicity, and the ability to generate income through renting stalls for a private operator is best in areas of high footfall.

3.5 Local partnerships

The North Harrow Business Association, formed in 2011, does not appear to have been active in the last 18 months. A wider Community Partnership was established in September 2012. This included representation from the Methodist Church, Nower Hill School, the Safer Neighbourhood Team, local Councillors and is chaired by a business based in North Harrow.

The Economic Development Team attend the meetings and provide support and advice where needed.

This included supporting the Partnership in arranging

- a Festive Light “switch on” event in December 2012 including singing from St John Fisher School and
- a 2 day summer event in July 2013 including music, dancing and science, art exhibition from Nower Hill school and singing from St John Fisher School

The Partnership was not foisted onto North Harrow. The council organised early meetings and provided a draft constitution, but since then the Partnership has defined itself. An officer in the Economic Development Unit is continuing to support the Partnership. This has been on a voluntary basis as much of the work revolves around unpaid activities outside of office hours.

Hatch End, Pinner and Belmont Circle have long standing Traders Associations/community groups that have their own web site, arrange events and deal with other issues. Support from the Council is limited to technical and statutory areas. The focus of these groups is promoting their own centres, although they do liaise with the council when required, for example parking and loading proposals in Hatch End.

In 2012 a Traders Association was formed in South Harrow. An Economic Development Officer met with the Chair and supported the Traders Association through the provision of Festive lights which were distributed to the shops in the district centre in November 2012.

This year Traders' Associations have been formed in Kenton and Stanmore. The Kenton businesses established the Kenton Area Traders Association (KATA), and the council's Economic Development Unit has supported the Association by initially providing the Traders' Association toolkit, and attending meetings to offer advise on best practice elsewhere. A formal launch event is planned for 9th September.

Stanmore Traders had an initial meeting in July. In August, Bob Blackman MP Harrow East wrote to Harrow Council's Chief Executive highlighting concerns raised by traders relating to car parking, Anmer Lodge, Traffic Lights and Decorations for Festivals.

In Rayners Lane meetings were held with ward councillors, members of the community and traders in September 2011 and February 2012. The main issues initially identified were parking, low levels of footfall, empty shops and the maintenance and cleanliness of the service roads. Since then, parking issues have been rectified through the Council/TfL funded public realm improvements. 54 Traders were also provided with Festive Lights to adorn their Shop Windows for the festive season in 2011. However there was no enthusiasm amongst traders to develop a traders association or work with residents to form a community partnership. The ward councillors used their NIS budget to purchase a Christmas tree, lights and power supply..

The main issue is the maintenance and cleanliness of the service roads which is the responsibility of the business and residents. Despite numerous council and residents led initiatives i.e. police and community payback, alley-gating, environmental heath checks, weeks of action, and enforcement projects where huge clear ups have been completed, these areas return to this state within weeks of any clean up. Due to reducing resources, the council cannot continue to clear up these private service roads.

Lesson learnt

<p>It is very difficult to "impose" a Partnership in an area unless there is interest from the businesses and the local community. Traders Associations are usually established because there is a key issue that needs to be addressed and some businesses are "community minded" and see the benefit of working with the local community e.g. Hatch End, Pinner, North Harrow.</p> <p>Local Partnership groups provide a mechanism for traders to work with community groups. The council can advise new groups on a proposed constitution, questionnaire and survey forms and to develop an action plan for a District Centre. As mentioned above, district shopping centres have significant local catchment areas within walking distance. By working with local groups, businesses can market their goods and services.</p>

3.6 Marketing and Publicity

The shopping offer in Harrow's 9 district shopping centres is diverse. A quick read of the investment profiles for the 9 centres show that the shopping offer is not limited to convenience grocers, pharmacists and fast food outlets. Taken cumulatively Harrow's centres offer everything one could need. For the home it is possible to find stores providing bathrooms, kitchens, windows, flooring, and furniture. There are traders offering every conceivable gift in

those 9 centres from jewellery to bicycles, cars, and hardware. If a resident requires a professional, Harrow's High Streets offer accountants, solicitors, opticians and dentists. The household kitchen can be filled by a local butcher, baker, fishmonger or grocer. Or if he or she wished, a resident can have a complete make over at a hairdresser, nail bar, beautician, tattooist, and then go to a laser surgery (to remove the tattoo). If you can not taste every cuisine in Harrow, then it is pretty close.

However, everyone living, working and studying in Harrow is not aware of that offer. The large volume of events funded by the OLF helped to market North Harrow, and the activities helped to draw footfall into the area. The events provided Harrow's Communications team with the content for news stories which were issued and covered by the local and regional media. This in turn helped stimulate investor confidence. North Harrow was unique in Harrow for its very high vacancy rates in 2010. In total just over £76k was spent through the OLF on banners, a web site, festive lighting, visual merchandising, events, business directory and community notice board. However, in 2012/13 the council spent only £3k in North Harrow. Once a critical mass is achieved, there is a need for less investment in an area. In Hatch End and Pinner it is the businesses that are responsible for Festive Lights, in Harrow Weald Waitrose sponsor the planters. In North Harrow events which involved the local community can draw in the whole community. A similar lesson was learnt from the Harrow Town Centre programme. In Harrow Town Centre college students made a short film which was projected onto the back of the town centre, a temporary art gallery was filled with pictures from school students, and school students produced the art work for banners in the town centre.

Our work in North Harrow highlighted that not all shoppers were aware of the local offer. They frequented the same shops, but did not venture along the rest of the district centre.

Lesson learnt

Positive news stories help market an area. Those positive stories can be created by local events, which in turn can be created and delivered by local partnerships.

The crux of this report is that local partnerships, events, and promoting the shopping offer were key to reducing vacancy rates in North Harrow. However, there are a range of other issues which businesses located in district centres engage with the council. These include car parking, street cleansing, community safety, and the public realm. In Quarter 3 of this financial year an Officer Group is being established to co-ordinate council activities. This Group could support the delivery of future action plans that Traders Associations may develop for their district centre.

4. Regeneration Impact of reducing vacancy rates

As stated in the introduction, our district centres and High Streets are a very visual indicator of economic health. However, to put those centres into context, there are 65,300 jobs and 11,085 enterprises in the London Borough

of Harrow (London Analysis, Size of Firms in London, 2001 to 2012 Office for National Statistics July 2013). In June 2013, 2.3% of the working age population were claiming Job Seekers Allowance, and 28% were economically inactive. The core strategy has a target of creating 4,000 new jobs by 2026. The Core Strategy also has a target that vacancy rates in Primary Shopping frontages should be no more than 10%. The table below demonstrates the maximum Job Creation impact of working in the district centres.

Employment Created by Reducing District Centre Vacancy Rates - June 2013

Centre	Vacancy rate - all frontages June 2013	5% vacancy rate, jobs created	0% vacancy rate, jobs created	1% drop in vacancy rate = x jobs
Belmont	3.33	-	7	2
Burnt Oak (part)	0	-	-	-
Edgware (part)	7.88	6	15	2
Harrow Weald	10.52	17	32	3
Hatch End	3.11	-	11	4
Kenton (part)	0	-	-	-
Kingsbury (part)	0	-	-	-
North Harrow	6.47	7	29	4
Pinner	4.8	-	57	12
Queensbury	9.68	13	27	3
Rayners Lane	10.54	75	143	14
South Harrow	3.65	-	37	10
Stanmore	0.8	-	4	4
Sudbury Hill (part)	0	-	-	-
Wealdstone	9.35	32	69	7
Average	4.94	-	-	-
Total Jobs Created	-	150	431	65

Based on a rate of 1 job per 21m² (based on the figures derived from the following papers produced by the GLA: *Working Paper 38 Employment Projections for London by sector and trend - based projections by borough; GLA 2009 and Working Paper 39 Borough employment projections to 2031, GLA 2009*).

Please note figures for Harrow Town Centre show 210 jobs being created if vacancy rates were reduced to zero. The number of jobs created in Harrow Town Centre would multiply fourfold if vacant office space was also brought back into use.

As part of the Medium Term Financial Savings (MTFS) for 2014/15 the Economic Development Unit will not have a revenue budget. It currently has one dedicated regeneration officer working with district centres, and focussing on place promotion and inward investment. Of the target of 4,000 new jobs, it is expected that 3,000 will be created in the Harrow and Wealdstone intensification area. This includes the development of the Kodak site, Colart site, and developments in the town centre.

At a national, regional, sub-regional and local level there are a range of evolving "Regeneration / Economic Development" strategies and programmes, which may provide opportunities to secure funds for Harrow. At

their core is an objective to create sustainable economic growth. In the 2013 Budget, the Chancellor announced the creation of Whole Place Community Budgets to promote large scale service transformation and test whether better outcomes can be achieved through co-designing programmes. At a sub-regional level, Harrow's Chief Executive is leading the West London Alliance Whole Place Community Budget proposal which has a focus on promoting economic growth. The West London proposal was one of nine successful Expressions of Interest submitted to the DCLG.

At a regional level, the focus of the London Local Enterprise Partnership and Mayor of London's economic strategy is on concentrating on the activities and sectors which will deliver Jobs and Growth. At a local level Harrow's emerging Regeneration Strategy focuses on the three core themes People, Place and Business. It articulates the core activities necessary to provide the infrastructure (Place) that meets the needs of business and residents, supports business growth and provides residents opportunities to benefit from new jobs created.

5. Conclusion

There are lessons from North Harrow which can be transferred to other district centres in Harrow. There is a resource issue in doing so. A future consideration for Overview and Scrutiny could be to consider measuring economic impact to prioritise initiatives.

Table 4 Summary of Lessons that can be repeated elsewhere.

High level engagement is necessary to resolve complex issues. The council needs to demonstrate it is serious about an area and in some cases demonstrate it can be flexible, and this has been reflected in the Local Development Framework (LDF) where a centre is in decline.
The views of residents / shoppers and traders are not always consistent. When major investment is planned, consultation is important to evidence the need for that investment. (It should be noted, applicants for OLF had approximately a month to submit detailed applications).
New businesses require "up front" advice on how they can conform to the regulatory framework. This would help reduce enforcement costs incurred by Harrow Council. More importantly, by helping new businesses, getting it right first time, it would also help reduce business costs.
Establishing a new regular market in an area of relatively low footfall is difficult. The council does not have the funding to deliver the necessary publicity, and the ability to generate income through renting stalls for a private operator is best in areas of high footfall.
It is very difficult to "impose" a Partnership in an area unless there is interest from the businesses and the local community. Traders Associations are usually established because there is a key issue that needs to be addressed and some businesses are "community minded" and see the benefit of working with the local community e.g. Hatch End, Pinner, North Harrow. Local Partnership groups provide a mechanism for traders to work with

community groups. The council can advise new groups on a proposed constitution, questionnaire and survey forms and to develop an action plan for a District Centre. As mentioned above, district shopping centres have significant local catchment areas within walking distance. By working with local groups, businesses can market their goods and services.

Positive news stories help market an area. Those positive stories can be created by local events, which in turn can be created and delivered by local partnerships.

The Overview and Scrutiny Committee may wish to consider the above in the context of other economic growth initiatives when making recommendations on Regeneration initiatives in Harrow.

Section 4 - Contact Details and Background Papers

Contact: Mark Billington, Head of Economic Development and Research, Tel 0208 736 6533

Background Papers:

Round One Outer London Fund Self Evaluation – Harrow Town Centre

Round One Outer London Fund Self Evaluation – North Harrow
Harrow Card Business Survey, Harrow Card Shoppers Survey

North Harrow District Centre

Inward Investment Profile



CONTENTS PAGE

1. North Harrow District Centre – Introduction	3
2. Harrow and Surrounding Boroughs	3
<i>Figure 1: Map of North Harrow showing Bus Stops, Parking and Loading Bays</i>	4
3. Retail Composition	5
<i>Vacancy Rate – Proportion of Vacant Units (2001 to 2010)</i>	5
4. Available Property	6
<i>Available Property</i>	6
<i>Local Estate Agents</i>	6
5. Business Rates	7
6. Planning	7
7. Local Population and Catchment Area Information	8
<i>Population by Age in North Harrow Area (Headstone North, Headstone South & West Harrow Wards)</i>	8
<i>Map of North Harrow with Nearest Other District Centres</i>	9
<i>Map Showing 0.5 Km And 1 Km Distances From North Harrow Town Centre</i>	10
8. North Harrow Underground Station	11
<i>Pedestrian Entries and Exits – Weekday, Saturday and Sundays</i>	11
<i>Bus Routes</i>	12
<i>Car Parking</i>	12
9. Appendix A	13

Disclaimer

The information in this document is for guidance only. While every effort has been made to offer current and accurate information, all statements contained herein are made without responsibility on the part of Harrow Borough Council. None of the statements contained in this document is to be relied upon as a statement or representation of fact. Harrow Borough Council does not make or give any representation or warranty whatever in relation to statements made in this document.

1. North Harrow District Centre – Introduction

North Harrow is classified as a District Centre in the Council's Unitary Development Plan.

North Harrow District Centre is split between 3 wards Headstone North, Headstone South and West Harrow.

The District Centre is focussed around the Pinner Road/Station Road junction with North Harrow tube station (Metropolitan Line) located at the southern end of Station Road.

There is a Tesco Express located at 503 Pinner Road and a VB Cash and Carry (one of four in West London) has opened at 539-545 Pinner Rd on the site of Allied carpets.

2. Harrow and Surrounding Boroughs

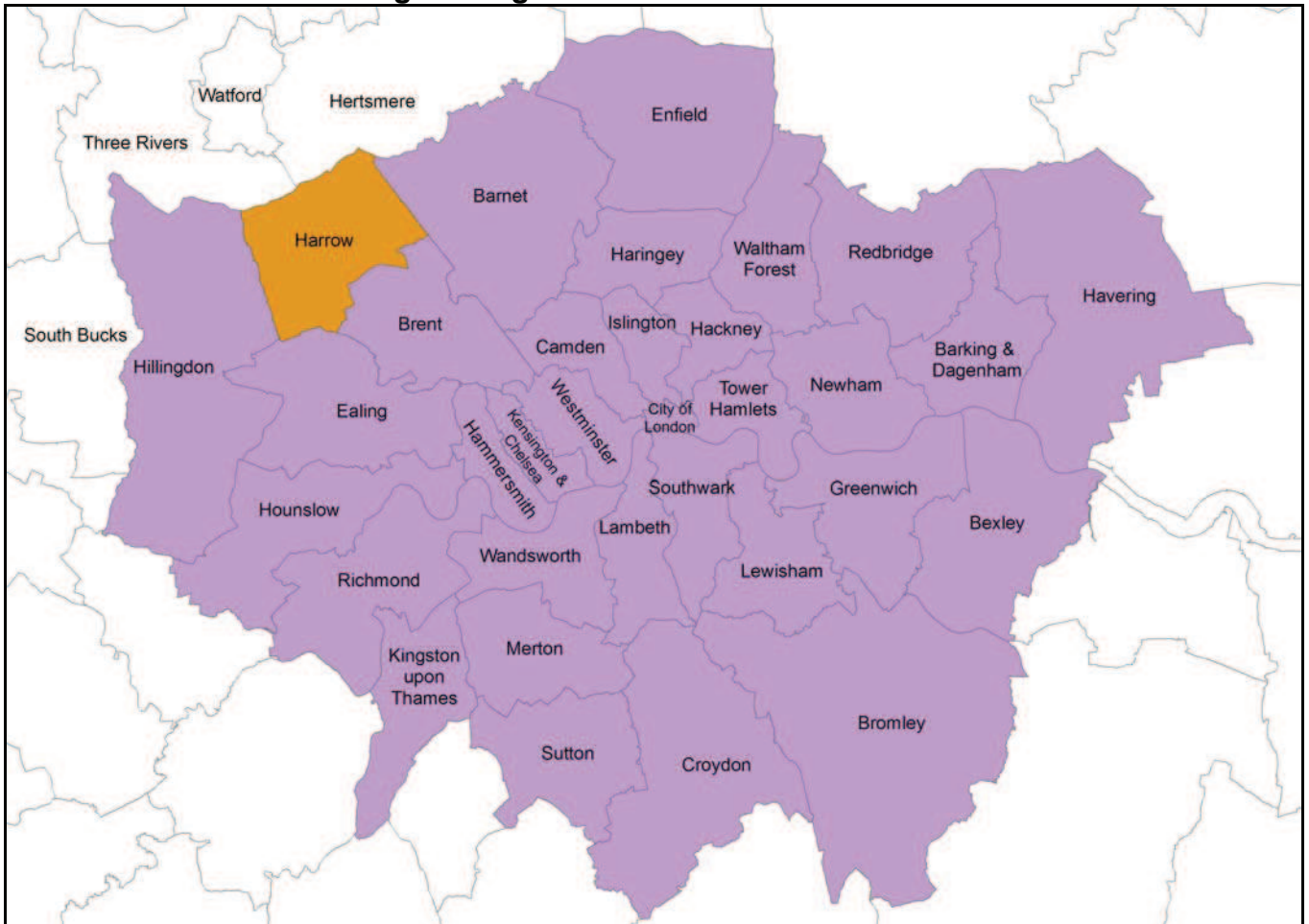


Figure 1: Map of North Harrow showing Bus Stops, Parking and Loading Bays

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA.100019206. 2011.



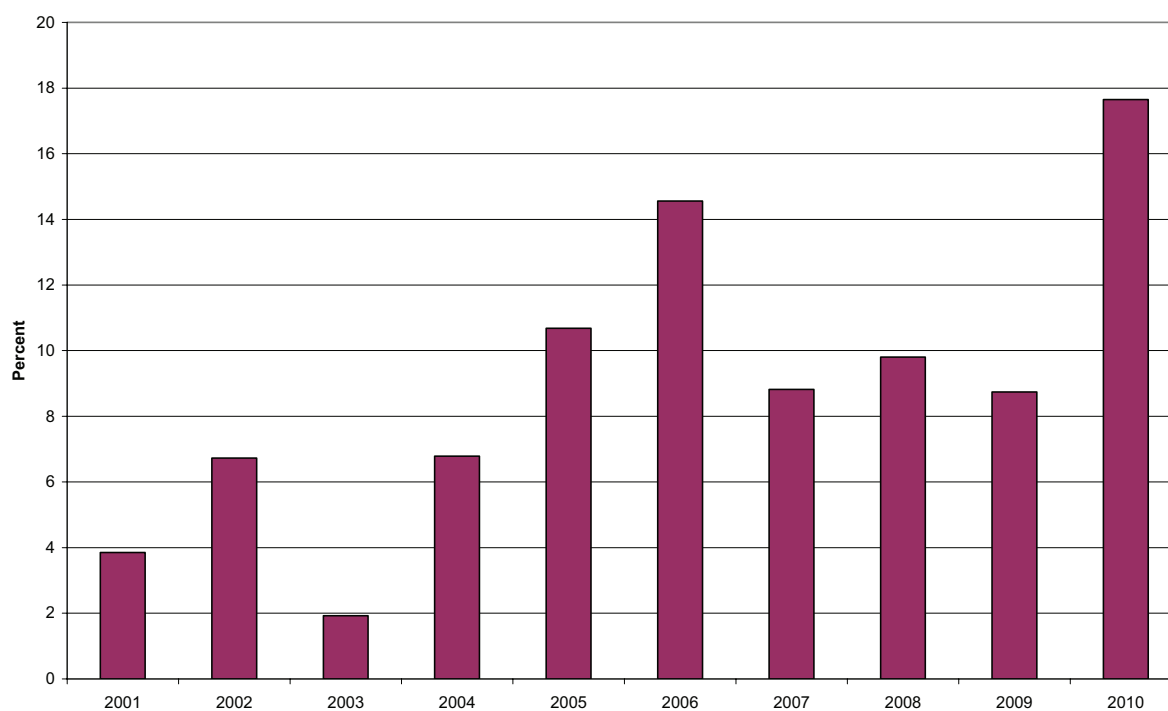
3. Retail Composition

Type of Business	No of Units
Food etc	
Bakers	1
Butcher	1
Cash and Carry	1
Grocers	8
Supermarket	1
Health & Personal	
Hair & Beauty	5
Dentist	1
Opticians	2
Jewelers	1
Chemist	3
House	
Bathrooms etc	1
Carpets	2
Furniture	1
Kitchen Design	1
Windows	1
Miscellaneous & Specialist	
Betting Shop	2
Bicycle Shop	1
Cards & Gifts	1
Car Sales	1

Type of Business	No of Units
Charity Shop	1
Electrical & Computing	1
Hardware & Household	2
Mobile Phone	2
Print & Design	2
Video hire	1
Newsagent	4
Post office	1
Professional & Property	
Accountants	2
Estate Agents	6
Insurance	1
Solicitors	2
Restaurant/Take Aways/Pubs	
Take-away/Restaurant	16
Public House	2
Services	
Dry Cleaners	2
Shoe Repair	1
Police Station (Safer Neighbourhood Office)	1

Source: Harrow Council Monitoring

Vacancy Rate – Proportion of Vacant Units (2001 to 2010)



Source: Harrow Council Monitoring

Available Property

Rents for a standard retail unit in North Harrow are between **£11,000 to £13,000 per annum** depending on exact location. This equates to **£15 to £17 per square foot**.

Available Property

Address	Description	Rent	Contact
55 Station Road North Harrow. HA2 7SR	Lock up shop a few doors from North Harrow Met. Line Station. Total gross floor area approx 700 sq.ft, kitchen and toilet.	£12,000 p.a. exclusive. Vacant. New lease by arrangement.	David Wilson
372 Pinner Road, North Harrow, HA2 6DZ	A1 lock up shop totaling 1,066 sq ft	£13,500.00 pa new full repairing and insuring lease for a term by arrangement.	David Charles
1 Broadway Parade			P K Properties

Local Estate Agents

The table lists a number of local estate agents in the area.

Company and Address	Telephone	Email and/or web site
David Wilson 29-31 High Street, Harrow-on-the-Hill, HA1 3HT	Tel: 0208 423 5933	david@davidwilsonproperty.com www.davidwilsonproperty.com
Ferrari Dewe Ferrari House, 102 College Road, Harrow HA1 1ES	Tel: 020 8427 4288 Fax: 020 8863 5466	enquiries@ferraridewe.co.uk www.ferraridewe.co.uk
David Charles 29 High Street Pinner HA5 5PJ	Tel: 020 8866 0001 Fax: 020 8868 2600	propertyconsultants@davidcharles.co.uk http://www.davidcharles.co.uk/
VDBM 30A Green Lane Northwood Middlesex HA6 2QB	Tel: 01923 845222 Fax: 01923 832142	property@vdbm.co.uk www.vdbm.co.uk/
Andrew Pearce 55 Bridge Street Pinner Middlesex HA5 3JR	Tel: 020 8868 2424	
P K Properties 451 Alexandra Ave Harrow HA2 9SE	Tel: 020 8429 4249	www.pkproperties.co.uk
Chamberlain Commercial Evans House, 107 Marsh Rd, Pinner, Middlesex, HA5 5PA	Tel: 020 8429 6899	http://www.chamberlaincommercial.com/ info@chamberlaincommercial.com

4. Business Rates

Business rates can be calculated from the Valuation Office agency web site (www.voa.gov.uk or telephone 020 8276 2800) or by contacting the Council's Business Rates department on 020 8901 2610 or visiting www.harrow.gov.uk/businessrates.

5. Planning

The Council recognises that North Harrow is suffering from high vacancy levels and has recently introduced a Local Development Order (LDO) to simplify the planning process in part of the District Centre.

What will the LDO permit?

The Local Development Order grants planning permission within designated parts of North Harrow (see map below) for changes of use of ground floor premises from the current use to the following:

A1 Shops

A2 Financial and professional services

A3 Restaurants and cafes

B1 (a) as an office other than a use within A2 (financial and professional services)

D1 Non-residential institutions specifically; health centres, day nurseries, public halls and non-residential education and training centres (subject to a maximum of 150 square metres)

The LDO will not permit changes of use to:

- A4 Drinking Establishments
- A5 Hot Food Takeaways

The LDO covers:

- 34 to 70 and 51 to 87 Station Road
- 340 to 378, 435, and 547 to 555 Pinner Road

How long does it last for?

The LDO lasts for three years although the council could extend, replace or remove it. The uses that have taken place during the lifetime of the LDO will be allowed to continue, but no further changes of use would be allowed without planning permission

Please note that:

- **The LDO also does not include existing and new extensions, or advertisements**
- **The LDO does not remove the requirement for consents obtained under other legislation such as licensing and building regulations**
- **The normal planning policy still applies in the areas not covered by the LDO.**

If you are interested in a property but need to check on its planning status, please contact the Council's Planning Policy Team on 020 8736 6082.

6. Local Population and Catchment Area Information

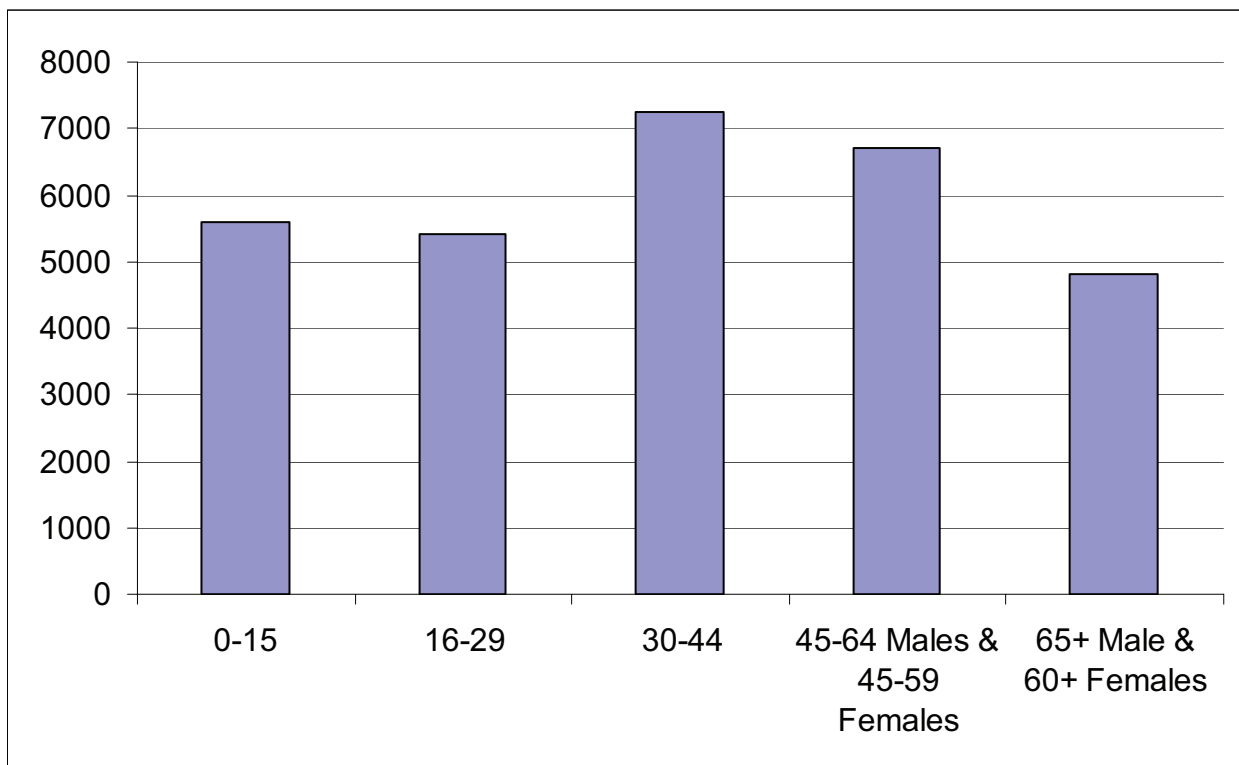
Within 0.5 kilometre of the centre of North Harrow, there is a population of around 5,000 people. This increases to 17,000 within a 1 kilometre radius. A total of almost 30,000 people live in the 3 wards around North Harrow.

Within 500 metres of North Harrow, 75% are classified as within Harrow Segments C, F & G. Within 1 kilometre, almost 84% of households are made of Harrow Segments B, C, F & G. (see **Appendix A** for explanation of Harrow segments and further information).

Population by Age in North Harrow Area (Headstone North, Headstone South & West Harrow Wards)

Age Group	Population
0-15	5590
16-29	5410
30-44	7240
45-64 Males & 45-59 Females	6720
65+ Male & 60+ Females	4800
Total	29760

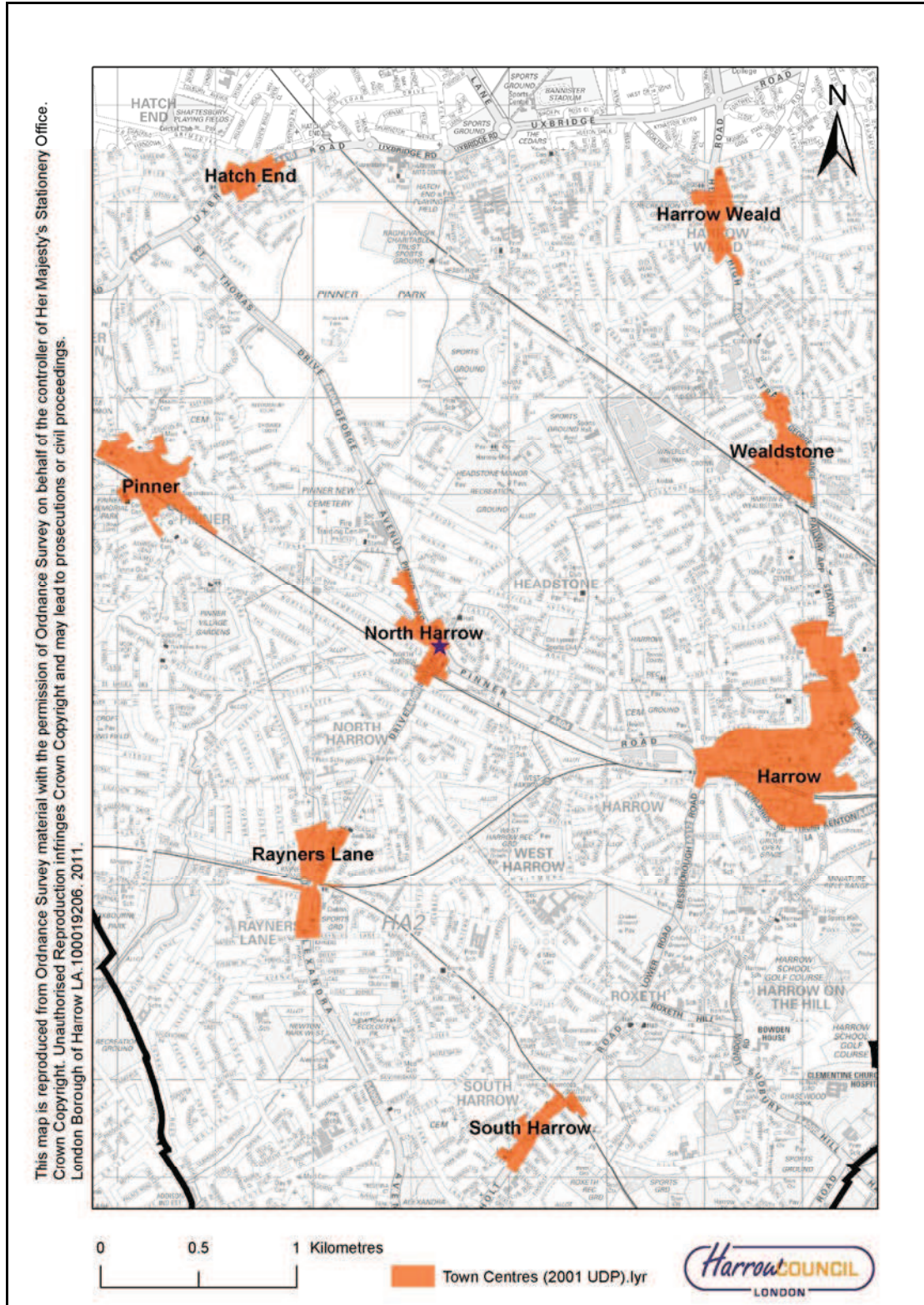
Source: Office for National Statistics - Mid-2009 Population Estimates (Harrow Analysis) © Crown Copyright 2010
Totals have been rounded to nearest 10



Map of North Harrow with Nearest Other District Centres

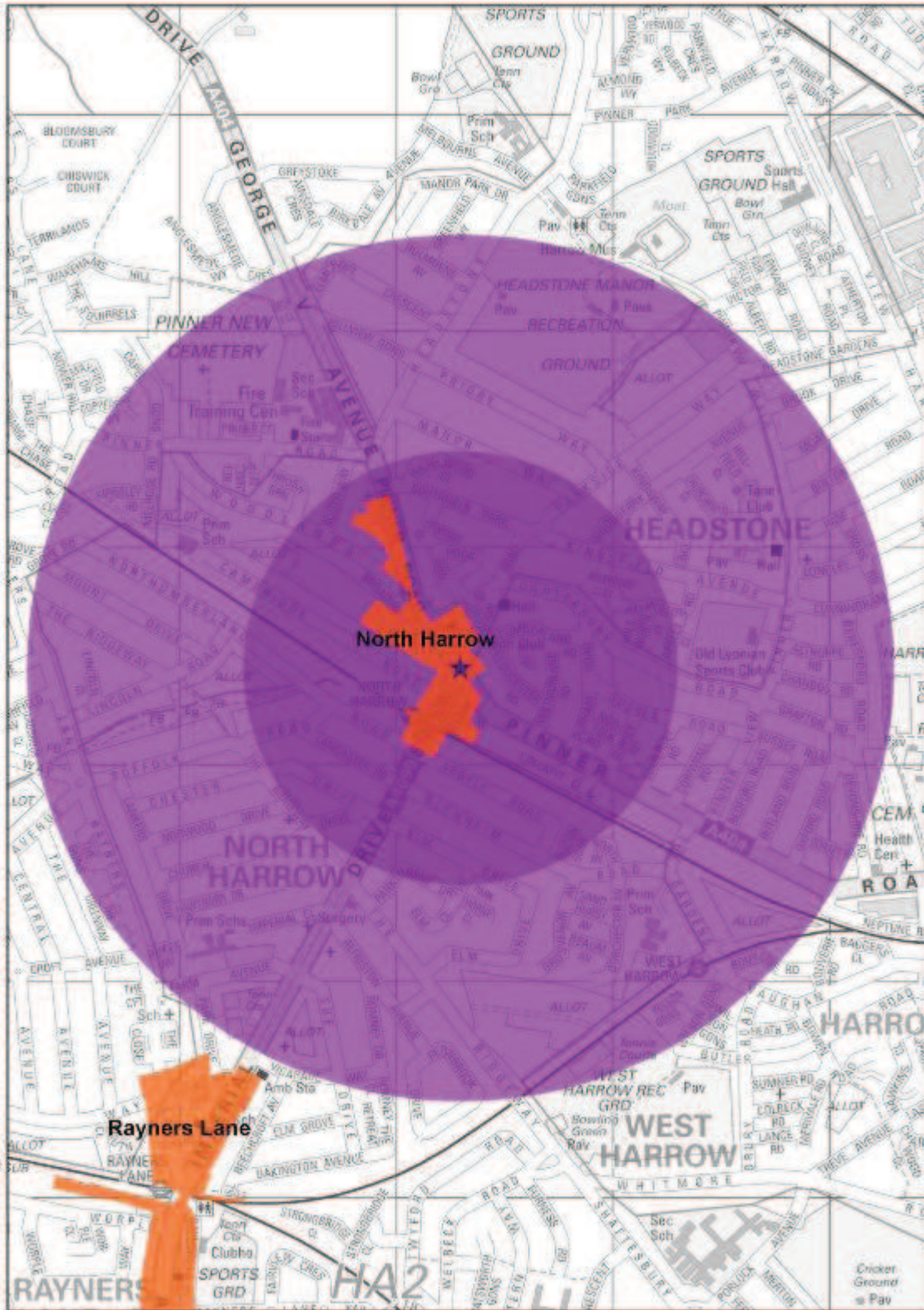
Closest Centres	Distance km (Miles)
Rayners Lane	1.3 km (0.8 miles)
Pinner	1.6 km (1.0 miles)
Harrow	1.8 km (1.1 miles)
Hatch End	2.6 km (1.6 miles)

Source: Harrow Council



Map Showing 0.5 Km And 1 Km Distances From North Harrow Town Centre

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationary Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA.100019206. 2011.



7. North Harrow Underground Station

Pedestrian Entries and Exits – Weekday, Saturday and Sundays

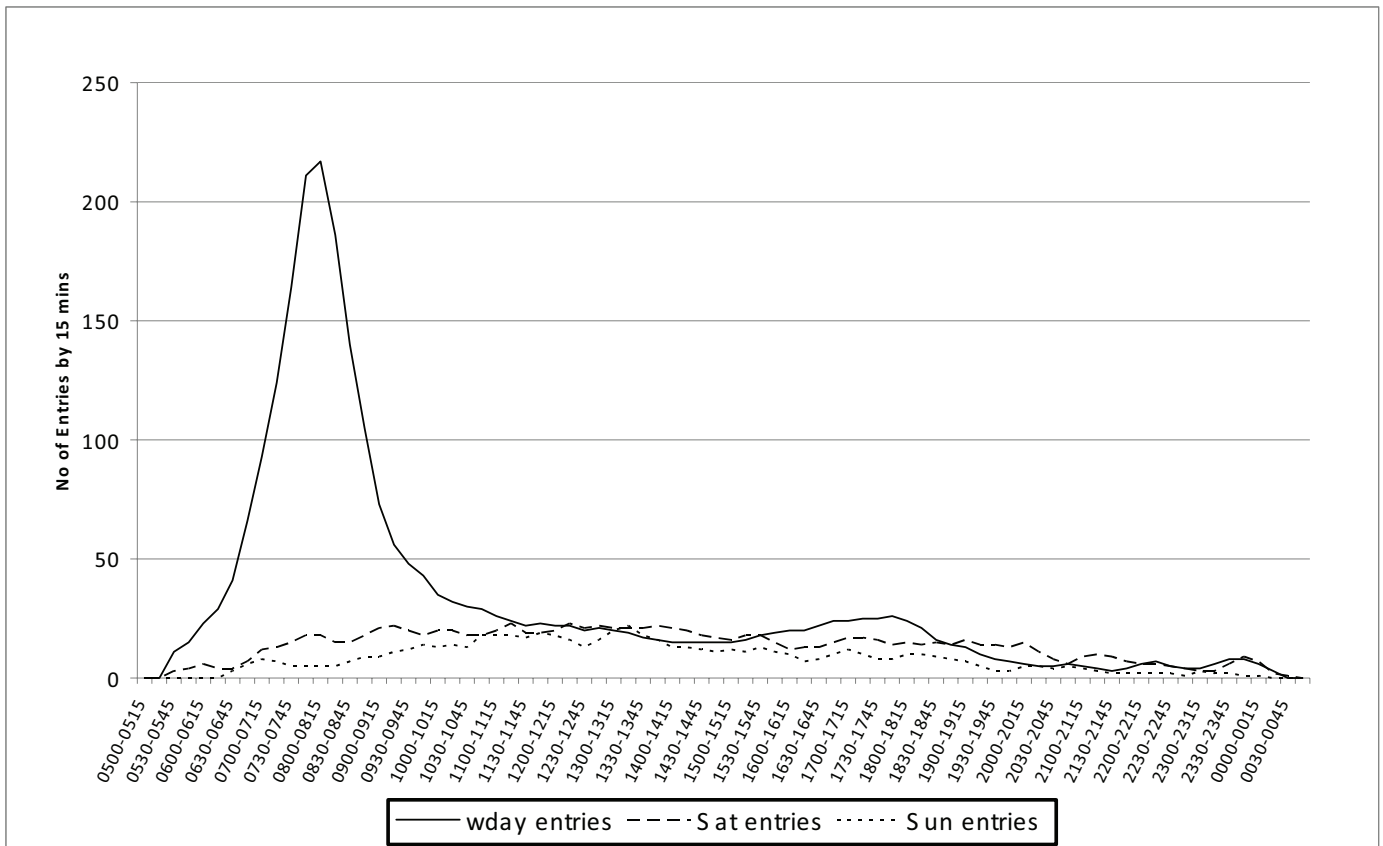
Around a total of **2400** people enter the tube station on a weekday.
 Around a total of **2200** people exit the tube station on a weekday.

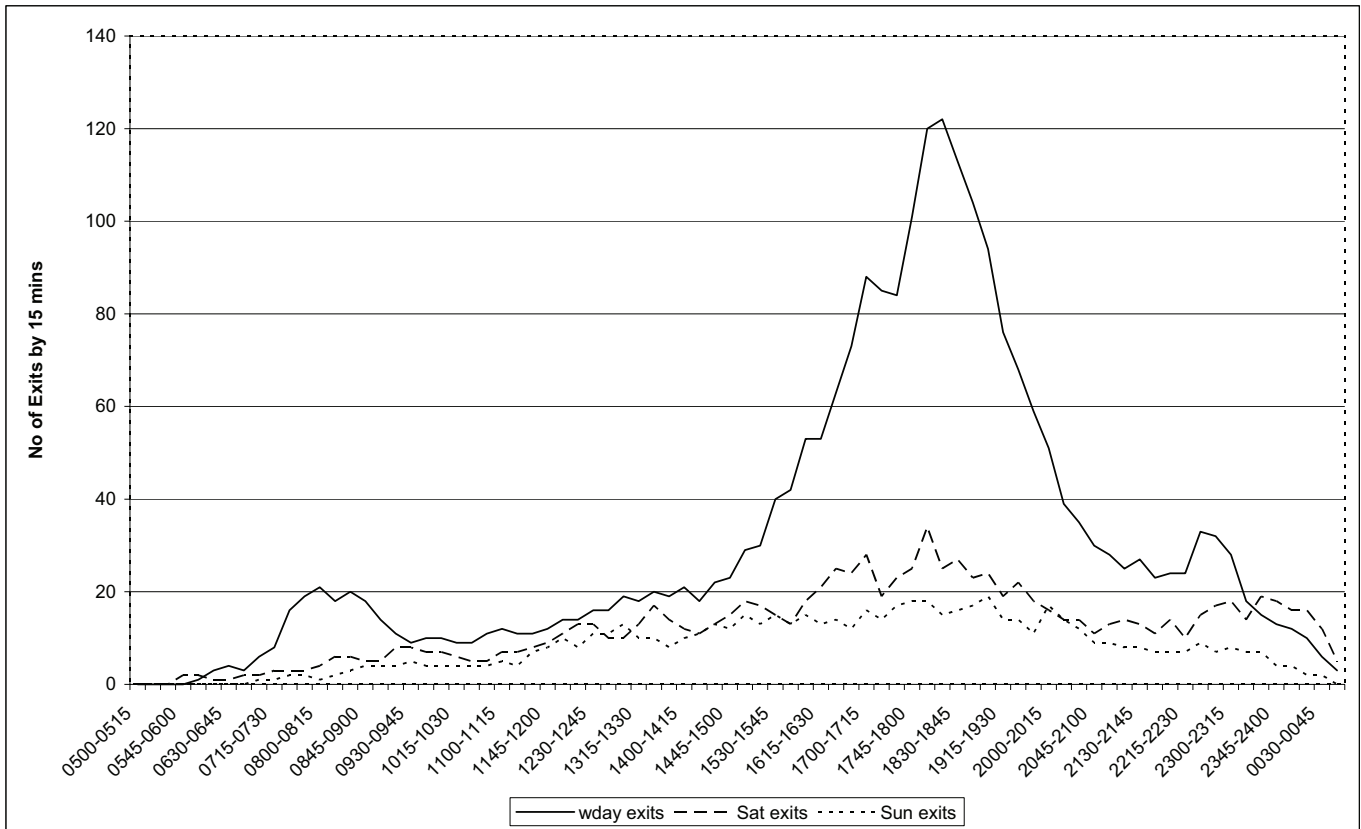
During the week, the **peak time** for people

- **entering** North Harrow Tube station is between **7.30 and 8 am**
- **exiting** North Harrow Tube station is between **6.00 and 6.30 pm**

This figure has grown steadily from an average number of entries of **1800** per day in 2001 to **2400** per day in 2010.

Source: Transport for London





Bus Routes

6 bus routes serve North Harrow District Centre.

- 183 Golders Green Station towards Pinner Station
- 615 University of Hertfordshire/Hatfield Business Park & Rayners Lane (peak evening only)
- H9 Harrow via Rayners Lane
- H10 Harrow via Kenton
- H18 Harrow via Belmont
- H19 Harrow

Car Parking

There is one hour free parking at the Cambridge Road car park located at the rear of the shops between Pinner Road and Station Road. There is also on street parking available in front of the shops on Station Road and Pinner Road.

Please see figure 1 for more information.

Pay & Display	Tariffs per Day	Days & Times
Cambridge Road Car Park	1 st hour free 40p per hour £3.10 over 4 hours	Mon-Fri 8.00am –6.30pm
Pinner Road Station Road	1 st hour free 40p per 30 mins £10 over 6 hours	Mon-Sat 8.00am –6.30pm
Devonshire Road Pinner View Bedford Road Rutland Road Oxford Road	20p per 30 minutes Max stay 2 hours	Mon-Sat 10.00am- 4pm

Source: Harrow Council

8. Appendix A

Borough of Harrow North Harrow Customer Insight January 2011

500m and 1000m Buffering around Pinner Road & Station Road



Produced by:

Harrow Council - Prevention: Crime Reduction Unit & Corporate Performance Team



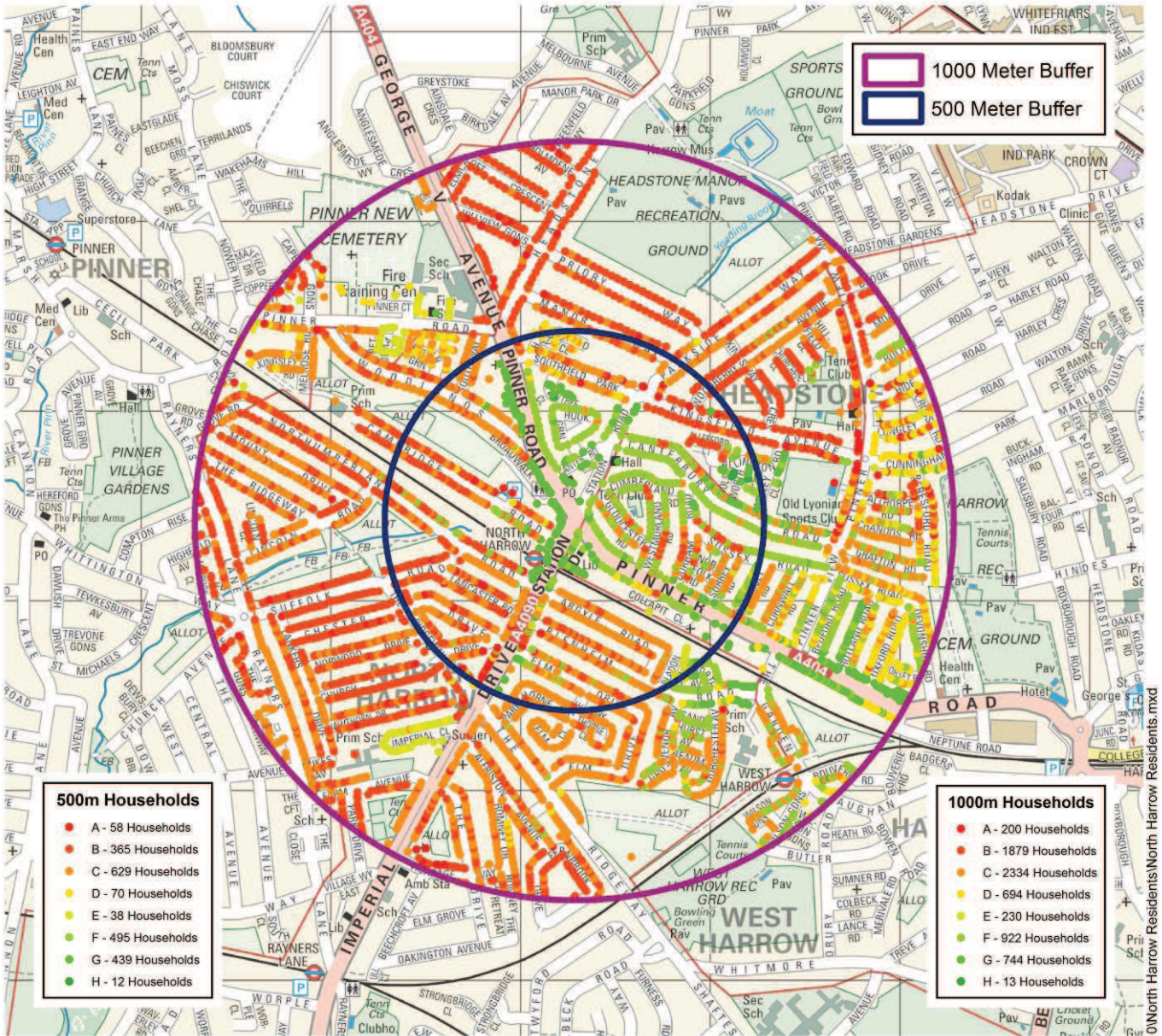
Customer Segments within 500m and 1000m Radius of Pinner Road & Station Road

North Harrow Residents

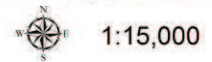
Households around Pinner and Station Road

24 January 2011

Source: Harrow Council: Experian, Customer Insight Data



Crime Reduction Unit
London Borough of Harrow
© Crown copyright. All rights reserved 100019206, 2010



O:\GIS 2010\North Harrow Residents\North Harrow Residents.mxd

Harrow Customer Insight – Experian Customer Segments

Harrow Experian Customer Insight Segments¹ are a snapshot of 2008 households to which we have added some local council, crime victim, health usage information & national Experian market data. Harrow has been segmented into 8 groups of customer behaviours to assist and support service planning & location and targeted communication strategies.

Breakdown of Harrow's households by Segment Vitality Profile 2009/10

Harrow's households by Segment, 2008

Source: Experian



- The map of the area shows that customer segments G & F are concentrated directly around Pinner Road and to the North East of the locality. Whereas towards the North West area of the locality customer segment C dominate within the 500m area and segments C & B within the 1,000m area outlined.
- The tables attached display the main customer characteristics and preferred communication channels of the locality. More detailed information on the segments can be provided if requested from the Corporate Performance Team: Management Information Development.

¹ © 2010 Experian Ltd

Experian Customer Insight²: 2,106 households are within 500 metres of North Harrow road junction, 75% of households are made up of 3 of the bespoke Harrow Customer Segments.

North Harrow Segment C 30% Borough Segment C 17%	North Harrow Segment F 23.5% Borough Segment F 24%	North Harrow Segment G 21% Borough Segment G 17%
Descriptions		
<p>Middle aged families in suburban neighbourhood</p> <ul style="list-style-type: none"> ● Middle aged families ● Semi-detached with mortgage ● School age children ● Good incomes ● Regular savings ● Intermediate/lower professionals ● Non-smokers, low alcohol intake ● Active lifestyles ● Low levels of crime ● Pays council tax via direct debit ● Relatively low users of public services 	<p>Suburban larger families on moderate income</p> <ul style="list-style-type: none"> ● Families with children ● Suburban, semis or terraces ● Asian background ● Middle income ● Multi-person households ● Period of unemployment ● Relative higher benefit take up ● Non smokers & non drinkers ● Pay by cash ● High fear of crime but relative low victims of crime rates 	<p>Ethnic minorities in urban areas</p> <ul style="list-style-type: none"> ● Urban areas ● Singles, co-habitees, lone parents ● Rented terraces or flats ● Periods of unemployment ● Diverse ethnicity ● Relative higher benefit take up ● Council tax summons & Parking Permits contacts
Communication		
<ul style="list-style-type: none"> ▪ High propensity internet use for information and services ▪ Less likely to use telephone ▪ Unreceptive to face to face communication ▪ Tend to gain information from local newspapers 	<ul style="list-style-type: none"> ▪ Receptive to accessing information over the telephone and via mobile texts ▪ Prefer to gain some information face to face ▪ Prefer to gain some information from local newspapers 	<ul style="list-style-type: none"> ▪ Like to use internet to gain information about services ▪ Like to access information and services via mobile telephones ▪ Tend to be unreceptive to gaining information face to face ▪ Tend not to use local newspapers for information

² Harrow Experian Customer Insight Segments © 2010 Experian Ltd – are a snapshot of 2008 households to which we have added some local council, crime victim, health usage information & national Experian market data. Harrow has been segmented into 8 groups of customer behaviours to assist and support service planning & location and targeted communication strategies.

Experian Customer Insight: 7,016 households are within 1,000 metres of North Harrow road junction, 83.8% of households are made up of 4 of the bespoke Harrow Customer Segments. (The figure includes the above 2,106 households in the 500 metres area)

North Harrow Segment C 33.3% Borough Segment C 17%	North Harrow Segment B 26.8% Borough Segment B 12%	North Harrow Segment F 13.14% Borough Segment F 24%	North Harrow Segment G 10.6% Borough Segment G 17%
Descriptions			
<p>Middle aged families in suburban neighbourhood</p> <ul style="list-style-type: none"> ● Middle aged families ● Semi-detached with mortgage ● School age children ● Good incomes ● Regular savings ● Intermediate/lower professionals ● Non-smokers, low alcohol intake ● Active lifestyles ● Low levels of crime ● Pays council tax via direct debit ● Relatively low users of public services 	<p>Financially secure older couples</p> <ul style="list-style-type: none"> ● Older married couples, some retired ● Grown up children, non-dependent ● Large detached or semis ● 2 car households ● Good salaries ● Directors and managers ● Good health ● Low crime, low fear of crime ● Pays council tax via direct debit 	<p>Suburban larger families on moderate income</p> <ul style="list-style-type: none"> ● Families with children ● Suburban, semis or terraces ● Asian background ● Middle income ● Multi-person households ● Period of unemployment ● Relative higher benefit take up ● Non smokers & non drinkers ● Pay by cash ● High fear of crime but relative low victims of crime rates 	<p>Ethnic minorities in urban areas</p> <ul style="list-style-type: none"> ● Urban areas ● Singles, co-habitees, lone parents ● Rented terraces or flats ● Periods of unemployment ● Diverse ethnicity ● Relative higher benefit take up ● Council tax summons & Parking Permits
Communication			
<ul style="list-style-type: none"> ■ High propensity internet use for information and services ■ Less likely to use telephone ■ Unreceptive to face to face communication ■ Tend to gain information from local newspapers 	<ul style="list-style-type: none"> ■ High propensity to use internet for services ■ Receptive to accessing information and services over the telephone ■ Tend to be unreceptive to gaining information face to face ■ Tend not to use local newspapers for information 	<ul style="list-style-type: none"> ■ Receptive to accessing information over the telephone and via mobile texts ■ Prefer to gain some information face to face ■ Prefer to gain some information from local newspapers 	<ul style="list-style-type: none"> ■ Like to use internet to gain information about services ■ Like to access information and services via mobile telephones ■ Tend to be unreceptive to gaining information face to face ■ Tend not to use local newspapers for information

Appendix: Breakdown of Customer Segments

(Please note number of households as at 2008 so will exclude new developments in the area)

Customer Insight 500m radius		
Customer Code	Number of households 2008	%
A	58	2.75%
B	365	17.33%
C	629	29.87%
D	70	3.32%
E	38	1.80%
F	495	23.50%
G	439	20.85%
H	12	0.57%
Total	2,106	100.00%

Customer Insight 1000m radius		
Customer Code	Number of households 2008	%
A	200	2.85%
B	1879	26.78%
C	2334	33.27%
D	694	9.89%
E	230	3.28%
F	922	13.14%
G	744	10.60%
H	13	0.19%
Total	7,016	100.00%

REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	Harrow Partnership Board INFORMATION REPORT
Responsible Officer:	Corporate Director of Resources
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report summarises discussion at the meeting of the Partnership Board held on 23 September 2013

FOR INFORMATION

Section 2 – Report

Introduction

This report sets out the Partnership's decisions reached at a recent meeting.

Options considered

None

Background

The Partnership Board comprises representatives of the Council, the Police, The Fire Brigade, the Health Service, the Further Education Sector, Business and the voluntary and community sector. It meets to consider issues that will

influence the future of the borough and consider how they take forward the ambitions set out in the Sustainable Community Strategy.

After each Board meeting, a report of the business considered is made to Cabinet for information.

Future of the Partnership Board

The main item of business at the meeting was a proposal that the Board should no longer meet and that, instead, partnership working should be undertaken through the existing Health and Wellbeing Board, Safer Harrow and a re-launched Enterprising Harrow with co-ordination provided by the Harrow Chief Executive's group.

It was recognised that the Partnership Board had played a very useful role in building relationships and establishing a basis for partnership working but that, now that Local Area Agreements which had been the main business of the Board had been abolished, the Board had lost direction and purpose.

Reservations from the voluntary and community sector were noted and in all but one case, action to reassure them has been agreed. The outstanding matter relates to the potential for voluntary and community representatives to be granted voting rights at the Health and Well being Board which will need further consideration and consultation. Otherwise, the Board was in agreement that this should be its last meeting.

Compact

After a long process of drafting and consultation, a new Commissioning and Funding Code was presented to the Board for approval to replace the original Funding Code agreed in 2005. This represents the end of the current Compact updating process with all of the Codes now having been reviewed within the last two years. Responsibility for maintaining the Compact will now pass to the Harrow Chief Executives group.

Harrow Chief Executives

The Board received an update from Harrow Chief Executives in relation to their work on Safeguarding, and on the West London Community Budget which is concerned with Growth, Jobs and Skills. The Community Budget work will focus on six strands which are:

1. skills and training programmes that are driven by, and match, employers' needs;
2. a local workforce that is better matched to local job opportunities now and for the future;
3. clear and effective pathways into sustainable employment for all;
4. coordinated and high quality support to businesses starting-up, growing, relocating, or simply thriving in West London;
5. encouraging inward investment through coordinated promotion of West London for housing and commercial development, supported by a wide range of development sites across all boroughs; and

6. the West London infrastructure which is needed to support our aims is delivered.

Financial Implications

There are no financial implications arising from this report.

Equalities implications

An Equality Impact Assessment has been undertaken in relation to the Compact.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle



on behalf of the
Chief Financial Officer

Date: 26 September 2013

Section 6 - Contact Details and Background Papers

Contact: Mike Howes, Service Manager, Policy and Partnership

Tel: 020 8420 9637 (Int Ext 5637)

mike.howes@harrow.gov.uk

Background Papers:

Agenda of the Partnership Board, 23 September, 2013

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=597&MId=61471&Ver=4>

This page is intentionally left blank

REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	Youth Justice Plan 2013 - 14
Key Decision:	Yes
Responsible Officer:	Melissa Caslake, Divisional Director of Targeted Services
Portfolio Holder:	Councillor Janet Mote, Portfolio Holder for Children and Schools
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Enclosures:	<ul style="list-style-type: none">- Draft Youth Justice Plan 2013 – 14- EqIA – to be circulated with the main agenda- Reference from the Overview and Scrutiny Committee

Section 1 – Summary and Recommendations

This report presents the draft Youth Justice Plan for 2013/14, a statutory plan, which once agreed will be submitted to the Youth Justice Board as part of the conditions attached to the grant received from the Ministry of Justice.

Recommendations:

Cabinet is requested to provide comments in relation to the draft Youth Justice Plan and recommend the Plan to Council for approval and for submission to the Youth Justice Board as part of the YJB grant conditions for 2013/14.

Section 2 – Report

Introduction

The Youth Offending Team (YOT) has responsibility for reducing the risk of young people offending and re-offending and to provide counsel and rehabilitation to those who do offend.

A requirement of the Youth Justice Board (YJB) Grant conditions is for the local authority to produce an annual Youth Justice Plan. The plan provides an overview of activity over the past year together with details of future strategic planning for 2013/14 and how the YOT will meet key deliverables.

The YOT Management Board has provided rigorous challenge to ensure difficulties identified were responded to and overcome in an effective and timely way. A new management team has provided the leadership needed to bring about change, address performance concerns and develop a motivated and skilled workforce whose primary aim is to reduce offending and engage children and young people in a meaningful way to address the complexities in their lives that lead to their offending behaviour. Stronger partnerships with the Police, Probation, Health, Early Intervention Service, Children in need and those working with looked after children have all provided the framework for managing offending in a systemic way.

The successful work of the Early Intervention Service through the Triage has seen targeted interventions result in reductions in re-offending. Out of a total of 57 entrants meeting the criteria 56 engaged fully. This has resulted in a 98.2% rate of no re-offending. This is an extremely successful piece of partnership work which has contributed significantly to our above average rate of reduction in first time entrants, and ensures that more young people are diverted from the criminal justice system thus avoiding any record which could have a negative impact on them later in life.

The analysis of case loads in the YOT has highlighted case managers are increasingly managing the most prolific and entrenched offending behaviour that requires a higher level of intervention and supervision, so manageable caseloads are critical to successful delivery and positive outcomes. This complexity is also reflected in the rise in custody rates.

The plan in place for 2013/14 will involve young people coming into contact with the YOT benefiting from good quality assessments that take into account previous offending behaviour and vulnerabilities, accurate and focussed risk assessments, good planning through the use of well thought out interventions and an emphasis on engagement with children, young people and their parents/carers to achieve sustainable change.

Looking ahead into 2014-15, we have anticipated grant reduction and identified growth required to make up the shortfall. From April 1st this year we became responsible for the cost of young people remanded into custody and received additional funding from the Youth Justice Board for this. We are not

currently predicting budget pressure on this but it is possible that unforeseen circumstances create pressure in the next few months. This is very closely monitored and links to one of our challenges and objectives for this year to present more creative bail packages to the courts to reduce use of custody. We have initiated conversations across borough about sharing resources going forward and will continue to explore this. We are also active members of the YOT London networks at Divisional Director, Service Manager and Team Manager level which assists in identifying opportunities for cross borough working and innovation in service delivery. We are looking to continue our reduction in first time entrants although anticipate that the rate of reduction (currently around 33%) is likely to slow. We are determined to start to impact more intensively on the very small cohort of serial offenders who contribute to the re-offending rates. It is important to note however that although our percentage rate of re-offending has increased this is because our overall numbers of young offenders has come down, so the ones that re-offend are a bigger proportion of the overall cohort. The actual numbers of young people who re-offended has not changed. This however means we must do more to ensure our interventions are successful and this forms our biggest priority this year.

We are also seeking to strengthen the YOT Management Board partnership by ensuring consistent active membership across the Council, police and health. The importance of these boards has recently been reiterated by revised guidance for YOTs and we will also seek to ensure that community and faith groups may be represented in the future. This will assist us in challenging ourselves about service provision for young people who have English as an additional language, and it is known that young people who become known to YOT services have higher levels of communication difficulties and some special educational needs.

Financial Implications

No changes anticipated. The work identified in this plan will be funded from existing budgets and approved grants.

Legal Implications

Section 40 of the Crime and Disorder Act 1998 makes it a duty of the local authority, after consultation with partner agencies, to formulate and implement for each year a youth justice plan setting out:

1. How youth justice services in their area are to be provided and funded;
2. How the YOTs are to be composed and funded, how they are to operate, and what functions they are to carry out.

Such functions may include the local authority's duty to take reasonable steps to encourage children and young persons not to commit offences.

Partner agencies are the chief officer of police, local probation board and strategic health authority.

Following approval, the youth justice plan has to be submitted to the Youth Justice Board and published.

As a statutory plan, the Youth Justice Plan forms part of the Council's policy framework and as such requires approval of full Council.

Performance Issues

There has been a significant cultural change in the management and service delivery in the YOT. This has included the development and implementation of a rigorous quality assurance framework aimed at tracking and raising performance against key YJB indicators:

- Reduction in the number of first time entrants to the youth justice system
- Reduction in re-offending
- Reduction in the use of custody
- Protecting the public
- Protecting the child and young person
- Ensuring that the sentence is served

The development of the performance scorecard evidences a clear journey of improvement including standards being raised in the quality of assessments and interventions in response to entrenched and high risk offending behaviour. In total during 2012 – 13 a total of 198 children and young people were on interventions in the YOT with those displaying high risk behaviour being on multiple interventions and being known to other social care teams due to complex and entrenched social vulnerabilities.

There has been a drive to recruit the right staff that are both experienced and committed. Concerted efforts have been made to improve management oversight and accountability with a focus on timeliness of assessments with greater engagement with children and young people. A comprehensive staff training programme has lead significant improvements in the quality of assessments.

The forthcoming year will focus on embedding high standards of practice, developing creative bail packages and reducing rates of re-offending through greater participation and engagement.

Environmental Impact

None

Risk Management Implications

The risk to the local authority of a reduction in resources will impact significantly on the pace of change and future successes.

Equalities implications

The Youth Justice Plan was presented to partner agencies for their comments at the August 2013 Youth Offending Team Management Board. Comments provided were incorporated into the final Youth Justice Plan submitted. The EqIA is attached to this report. This shows that the monitoring data is good and indicates that white males and black males are more likely to offend and re-offend, which is broadly in line with national data. Monitoring needs to improve in relation to disabilities to identify needs and enable targeted service delivery. As the focus of the YJP is to reduce re-offending, increase the numbers of young offenders in education, training and employment and build an excellent workforce able to engage effectively with young people, the impact of the YJP should be positive on the groups of young people who are disproportionately more likely to offend. The impact of the YJP will be kept under review.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 1 October 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 24 September 2013		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 1 October 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 1 October 2013		

Section 6 - Contact Details and Background Papers

Contact: Parmjit Chahal, Service Manager, Youth Offending and Children in Need Teams Telephone: 020 8736 6470 /Ext. 6470

Background Papers: Youth Justice Plan 2013-14, as per the enclosure

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the decision is reserved to Council]</i>
--	---

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2013-14

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2013-14

Our Vision

Harrow YOS (Youth Offending Service) aims to be an efficient, high performing and cost effective service that helps to protect the public, prevent crime and antisocial behaviour committed by young people with the overarching aim being to improve the life chances of children and young people.

We are a multi-disciplinary team that works collaboratively with a range of partners. We work with young people aged 10 - 17 at a number of key stages: from being at risk of involvement in crime or antisocial behaviour to arrest, post custody and all stages in between.

Contents

1. Overview
2. Structures and Governance
3. Partnership arrangements
4. Resourcing and value for money
5. Risks to Future delivery
6. Performance
7. Key Challenges and Achievements
8. Priorities for 2013 – 2014
9. Appendices
 - Appendix 1 – Strategic and Operational Links
 - Appendix 2 – Harrow YOT Management Board Terms of Reference
 - Appendix 3 – Youth Justice Acronyms

1. Overview

HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2013 – 14

Multi-Agency Youth Offending Teams (YOT) were set up in 2000 following the 1998 Crime and Disorder Act (S38) with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and defines statutory partners with the local authority as the Police, Probation and Health. The Youth Justice Board expects the YOT to perform against three indicators and monitors direction of travel on each:

- **Reduction in the number of first time entrants to the Youth Justice System**
- **Reduction in re-offending**
- **Reduction in the use of custody**

There is a requirement that each local authority produces an annual Youth Justice Plan.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through collaborative working. The Harrow Youth Offending Team is therefore part of Children's Services which enables the focus on the 'child's journey' and effective partnership working with safeguarding and looked after children teams. The YOT is therefore represented throughout children's services strategic and operational groups (appendix 1) and influences strategic planning for children and young people who offend or are at risk of offending.

The governance of the YOT is through line management accountability to the Corporate Director of Children's Services and therefore Harrow's Chief Executive, and the Harrow YOT Management Board, which is accountable to the Safer Harrow Partnership Group.

The strategic aims for the YOT are:

- Effective delivery of youth justice services.
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the YOT statutory partners and other stakeholders.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

The key priorities for 2012/13 included:

- Management oversight
- Quality of assessments
- Development of the Risk Management Panel
- Workforce planning

The creation of the YOT Improvement Board in January 2012 provided the framework for the implementation of the improvement plan that responded to the concerns highlighted in the YOT Inspection report November 2011. The local authority through the YOT Management Board embarked on a programme of change including:

- Structural Review of the YOT leading to increased capacity created through the appointment of an additional senior practitioner and case manager
- A rigorous quality assurance framework aimed at identifying and responding to gaps
- Reduced case loads to enable raised standards of practice, greater engagement and participation
- Targeted training and development plan aimed at improving standards of practice.
- A service manager responsible for the YOT and Children in Need aimed at developing improved partnership working between the YOT and other social care teams.

In April 2013 the Improvement Board was disbanded and the scrutiny of the YOT was taken over by the YOT Management Board.

During 2012/13 the YOT has undergone significant change including the recruitment of a permanent service and team manager together with the recruitment of additional staff to achieve improvements in performance delivery, reduction in offending and improved outcomes.

Key challenges in the last year have included:

- Creating a stable, experienced and motivated workforce
- Raising the timeliness and quality of assessments including improved risk assessments
- Equipping staff with the skills to deliver high quality assessments through targeted training
- Increased management capacity leading to improvements in management oversight
- Manageable caseloads in response to the management of complex and prolific young offenders needing a higher level of intervention

There are strong links with housing through the continued appointment of a resettlement officer to tackle the cycle between offending and homelessness. At the end of quarter 4 2012/13 there were a total of 33 young people with interventions ending, 32 (97%) of which were classed as being in suitable accommodation. Having a dedicated resettlement worker allows the YOT to focus on providing a seamless transition between those leaving custody and entering the community element of their order. The role consists of an element of support and a familiar face to the young person whilst in custody including monthly visits to the custodial facility. This has also included support post release including young people being met on release and being supported to return to the community.

A full-time substance misuse worker has provided the necessary expertise in assessing young people where there is an identified need or suspected use of illicit substances. The overall aim is to tackle the link between drug misuse and offending and poor health. All young people are screened and those requiring an assessment are assessed within 5 working days. Out of 110 interventions started during 12/13, 72 received a substance misuse intervention.

The Triage brings the expertise of Children's Services to the custody suite working to reduce serious youth crime. The aims of the Triage have included:

- Early identification of risk
- Swift and effective interventions at the earliest opportunity
- Diverting young people committing low gravity offences away from the Criminal Justice System into effective interventions
- Collaborative decision making at time of arrest.

The intervention process in the Triage involves victims and ensures that the young person considers the full implications of their actions and makes some form of reparation. Triage interventions will last for a period of either three or six months depending on the gravity of each offence. The types of Triage interventions include:

- Restorative Justice
- Weekly one to one sessions
- Specialist assessment and referrals to: mental health, substance misuse and safeguarding
- Group mediation sessions
- Education guidance

Rates of Young Offenders in Education Training and Employment (ETE) at the end of their intervention have dropped slightly from 67.7% in 2011-12 to 65.6% in 2012-13. This figure is based on local Q4 returns for 2012/13 and falls short of Harrow's target of 75%. However, the national average is 65% and London is 66.8%. At the end of Q4 2012/13, an analysis into the ETE status of all currently open cases was undertaken. The results compare differently to the indicator above, which only includes cases closed in the period rather than currently open cases. The analysis showed that for those of statutory school age (10-16), 77.8% were engaged in ETE for 25+ hours, with only 8.3% not involved in ETE at all. For those of non-statutory school age (17-18), 71.4% were involved in ETE for 16+ hours, with 22.9% not involved in ETE at all. This is an area that will continue to receive a high level of scrutiny to improve the current position. Out of 44 young people open to YOT aged 10-16, 8 had a Statement of Special Educational Needs. (18.2%). The YOT education worker

ensures case managers are aware and receive statements, as well as working alongside schools to ensure needs are supported and plans to manage any statements are shared and reflected across YOT intervention plans.

Since April 2013 the YOT has received 6 Youth Conditional Cautions. All MG3 (police notifications) screenings involve the Triage, YOT and Police to ensure informed decisions are made as to whether the Young person should receive a caution or conditional caution. Compliance with National Standards is now being monitored through performance reports.

There are a total of 27 out of 99 cases that are open to Social Care (27.2%), 11 of which are LAC, and 16 of which are CIN. 5 of the 27 are subject to CP plans. There is a children looked after youth offending reduction strategy aimed at effective partnership working between the YOT and children looked after teams to reduce and prevent CLA offending behaviour. All looked after children who become involved with the criminal justice system are reviewed at the monthly risk management panel. Targeted interventions are led by the YOT and CLA staff working together including undertaking joint visits. The YOT team manager attends monthly CLA management meetings.

All staff have been trained in Restorative Justice Conference facilitation skills, and two staff members are trained to deliver the training to other professionals. This will increase the use of restorative justice (RJ), in particular within care homes where criminal damage offences often can lead to further court appearances for young people that result in conviction.

During 2012-13 we had a total of 198 individuals on interventions with the YOT, some had multiple interventions within the year. 24 (12.1%) were female and 174 (87.9%) were male. The Harrow Vulnerable Young People Panel discusses in particular females in the Youth Justice System who are at risk of Sexual Exploitation, Gangs and the YOT are looking to develop specific interventions for young females in the Youth Justice System.

During 2012 / 13, the YOT embarked on an intensive training and development plan aimed at equipping frontline staff and managers with the knowledge, skills and expertise required to raise the quality of assessments and management oversight through regular and robust quality assurance. The training also included Assessment, Planning, Intervention and Supervision skills and a two-day training course 'Psychological Intervention' Skills that consisted of understanding the importance of delivery of interventions and engagement of young people. All case managers are now equipped to use the structural assessment tool. There have been clear signs of improvements in the quality of assessments. The use of the YJB quality assurance (QA) tool has also provided managers with the framework to consistently QA assessments. There has been good progress made in this area that now needs to be imbedded. Management oversight has been a consistent theme in recent inspections of YOTs and continues to be an area needing significant attention. The recent training and additional management support will ensure there is 'good' management oversight of all casework. The focus will now be on effective evidence based interventions which achieve the desired outcomes. A review of all available interventions will take place to ensure appropriate interventions are available to target a core group of young people who continue to re-offend, as well as closer work with the Early Intervention Service to assist in the early identification of those at risk of offending. This will also consider sharing interventions across neighboring boroughs such as Barnet, whilst ensuring bespoke programmes of support are available to meet the needs of individual boroughs.

The structure of the YOT is also currently under review, as the objective is to ensure that there is an increased number of case managers and a fit for purpose structure which is integral to the smooth delivery of the aims of the youth justice plan. This will also re-align the service to ensure there is capacity to deal with key changes in recent legislation, including the transfer of the remand budget to Local Authority.

1. Structures and Governance

Outcome: Effective delivery of youth justice services.

The Borough Commander and Chief Executive jointly chair Safer Harrow, the local Crime and Disorder Reduction Partnership. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

- Probation Service
- Police
- Courts
- Local Authority Children's Services
- Community Safety / Crime Reduction
- Health

The YOT Management Board oversees the work of the Youth Offending Team. A comprehensive terms of reference provides the framework to ensure good governance arrangements. The Divisional Director chairs the YOT Management Board with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan.

The YOT Management Board meets bi-monthly and is chaired by the Divisional Director within Children's Services. All statutory partners are represented at a senior level, including specialist services such as victim support and parenting. The YOT management group includes overseeing the development and implementation of the Youth Justice Plan; considering resource and workload issues; finance and performance data reporting; approving policies and protocols; the group also incorporates public protection and safeguarding issues which are addressed at each meeting.

The positioning of the YOT, with governance and accountability through Safer Harrow and line management within Children's Services enables the YOT to meet its dual strategic functions relating to both justice and welfare. The chair of the YOT Management Board also sits on Harrows safeguarding Board which provides a clear link between the issues which may crossover between the two. The chair of the board has reviewed the work of the YOT and the board continues to provide appropriate challenge and scrutiny.

2. Partnership Arrangements

Outcome: Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the YOT statutory partners and other stakeholders.

The YOT partnership ensures that the YOT is strongly linked to other planning frameworks. As stated earlier the YOT management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder.

In achieving the Commissioner's vision of Total Policing with efficiency savings, the Metropolitan Police is examining all areas of business to look at how things can be done better, smarter and deliver real crime reduction. As part of this vision, Harrow Borough is examining its youth engagement strategy for both enforcement and intervention work. We recognise the complexity of youth crime and the multi faceted reasons why young people commit crime and that often there are complicated and complex social, family, education and health issues which all play a significant part. In addition, Harrow Borough recognises the emerging existence of a gangs culture among some of its youth and the correlation between gang culture and levels of violence, although numbers and membership of gangs is less prevalent than many London boroughs. We aim to continue to have low levels of gang activity and where it is identified to problem solve in a multi agency way to identify those at most risk, engage and divert away from crime. The gangs strategy is being developed as part of our Families First programme and will include working closely with the YOT.

Core to the Harrow Police strategy is joint working with Harrow's YOT. This relationship is crucial in our joint efforts to reduce crime. Resource levels have remained consistent with a good commitment from the Police and this year we have 1.5 FTE police officers working in the YOT which represents a 0.5 increase in capacity.

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel Meetings. The chair of the Youth Court Panel attendance at the YOT Board has been most helpful in ensuring a solution-focused approach to raising standards.

The Triage and prevention operations such as Preventing Violent Extremism and mentoring sit outside of the YOT within the Early Intervention Service. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The YOT and EIS are closely linked with shared education and careers staff, prioritizing

of young offenders in the Families First strategy as well as being co-located. There is a dedicated representative at Early Intervention Panel from the YOT.

There are strong links with Probation that involves a full-time YOT probation officer for specialized work such as taking lead on MAPPA, transitions from YOT to Probation, and being a key role in the Integrated Offender Management scheme. This post focuses on young offenders aged 18 to 21 and having a dedicated post is a new development within Probation.

A range of commissioned agencies accessible to the YOT, will provide constructive, positive activities for young people.

One of the key agencies worked within Harrow is the Early Intervention Service. Due to the close working partnership the YOT are able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The YOT have accessed continued support for young people via the mentoring service, V talent inspired programme, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and YOT ensures there is a whole family approach as oppose to a primary child focus approach. This also ensures early detection for those at risk of offending ensuring that provision can be put in place where needed prior to entering the youth justice system.

The YOT ran Summer Arts College for three weeks. An art based programme, where 9 young people within YOT received a Bronze Arts awards. The college took place at Cedars Youth and Community Centre and young people were also introduced to activities that are run by the centre, with a view that they would have continued engagement in activities on offer. Figures show that in the year since the launch of the centre, which is operated by Watford FC's Community Sports and Education Trust, overall crime was down 25% compared to the previous year. Anti-social behaviour dropped by 37.5% and there was a reduction in street litter of 33.6% per cent in the surrounding area. To provide an appropriate learning environment will assist in long term engagement in centres as such as well as providing constructive engagement.

YOT have recently reviewed its parenting provision, and agreed a change in service delivery. Parenting provision is now provided by the early intervention service. There are three strands to this provision, the first being a consultation process and assessment for those at Pre-Sentence Report stage where a statutory parenting provision is being considered. An assessment will take place by an EIS parenting worker ideally prior to the PSR going to court and a package of support will be offered through group work. The second strand will offer bespoke 1-2-1 provision for those who are unable to cope / manage in a group setting, the third element of support will consist of training and information for YOT staff. This will enable YOT Workers to better engage with young offenders and their parents, ultimately reducing breaches and increasing compliance by addressing common barriers to compliance such as parental collusion and developing shared goals.

We have undertaken two recruitment rounds for the health (child and adolescent mental health) worker post and have been unsuccessful. We are in discussion with our Camhs colleagues about using the money on a short term basis to get some mental health . emotional well-being capacity into the team for the young people.

3. Resourcing and Value for Money

Outcome: Efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

In previous years Harrow's Youth Offending Team has been resourced by contributions from statutory partners, the Youth Justice Board and some additional grant funding.

In previous years, statutory partners have also been contributing through deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the YOT, and we are grateful to them for continuing to prioritize this work.

In addition to these seconded staff, the YOT has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. The third sector agency currently commissioned to provide services directly to the YOT includes the substance misuse provision. A review of all commissioned services led to some changes in order to improve service delivery and has included all parenting assessments being provided through the local authority in-house parenting provision with the added strength of having a flexible and bespoke service.

In 2012-13 Harrow had an offence rate of 9.9 per 1,000 population (where population is based on 10-17 age group), compared with 15.2 in 2011/12 and 16.9 in 2010/11. Harrow's 2012-13 figure is lower than the YOT family average of 12.1 and the national average of 17.8.

Table 1 Financial Resource

Funding Stream	Type	2012-13 Cash	2012-13 in kind	2012-13 Total	2012-13 % of total YOT budget	2013-14 cash	2013-14 in kind	2013-14 total	2013-14 % of total YOT budget total	% Change Increase/ Decrease
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	307,282		307,282	23%	280,241		280,241	22.06%	-8.80%
Probation	Statutory support		50,000	50,000	3.80%		50,000	50,000	3.70%	0%
Police	Statutory support	22,000	44,231	66,231	4.90%		66,231	66,231	4%	0%
Health	Statutory support	10,000	0	10,000	0.80%					-0.80%
	CAHMS		10,000	10,000	0.80%		10,000	10,000	0.75%	0%
	Unitas	4,000		4,000	0.30%				0.30%	-0.30%
Drug Action Team(MOPAC)	Grant		20,000	20,000	1.50%					
						38,894		38,894	2.92%	
Local Authority	Main Budget	483,538		474,012	35.86%	495,731		504,658	37.94%	6.07%
Local Authority	Support Services cost	380,115		380,115	28.60%	380,115		380,115	28.57%	0.02%
Total		1,206,935	124,231	1,321,640	100%	1,194,981	126,231	1,330,139	100%	-4%

Table 2 - Human Resources (as at 15th July 2013)

Post Title	No of posts	No filled	Source/Employer	Hours	Ethnicity	Gender
YOT Service Manager	1	1	Local Authority	FTE	A	F
YOT Team Manager	1	1	Local Authority	FTE	A	F
YOT Senior Practitioner	1	2	Local Authority	FTE	A	M
	1		Locum		B	F
Case worker	3	3	Local Authority	FTE	W	F
				FTE	B	F
		2 additional	Locum X 2	FTE	A	M
				FTE	B	M
Probation officer	1	1	Probation	FTE	W	M
ISS Co-coordinator	1	1	Locum	FTE	B	M
Referral panel coordinator	1	1	Local Authority	FTE	W	F
Parenting	1	1	Commissioned – Early Intervention Service – LA	FTE	A	F
Reparation worker	1	1	Local Authority	1	W	M
	0.5 post	Vacant		0.5		
Housing worker	1	1	Local Authority	0.6	W	M
Police officer	2	2	Police	FTE	A	F
				FTE	A	M
Substance misuse worker	1	1	Voluntary Sector – commissioned	P/T	W	F
Performance officer	1	1	Local Authority	FTE	W	F
Admin support	2	2	Local Authority	1	W	F
				0.5	B	F
				0.5	A	F
TOTAL	18	21				

In addition to paid employees, the YOT has over 30 volunteers and sessional staff. We currently have 5 volunteers undertaking referral order work and will be seeking to increase our pool of volunteers this year as a priority. These individuals make a substantial contribution to the work of the YOT through a range of activities including:

- Supervision of young people on ISS orders during evenings and at weekends
- Membership of community panels for referral orders
- Appropriate adult work in police stations and elsewhere
- Mothers Against Gangs

4. Risks to future delivery

Outcome: The YOT has the capacity and capability to deliver effective youth justice services

Resources

There was a further reduction in the YJB grant while in the year moving forward the Local authority has put in place additional funding to ensure service improvements. Continued pressure placed on the wider funding streams from central government mean that this will need to be kept under review.

Capacity

Young people committing crime

Overall youth crime has shown a significant decrease in 2012 -13 compared to previous years. This is reflected in the numbers of offences taking place, the numbers of individuals committing crime and the numbers of youth disposals granted.

Total offences have fallen to 240 in 2012-13. Between 2010-11 and 2011-12 there was a 10.0% decrease from 410 to 369. Between 2011-12 and 2012-13 there was a further decrease of 35.0% from 369 to 240.

The total number of young people who have been found guilty of a crime has fallen overall in the last 3 years. In 2010/11 this was 162 individuals, rising to 174 in 2011/12, which represents a small increase of 7.4%. In 2012/13, this figure fell to 111, a significant decrease of 36.2%.

Total disposals granted in the year show a 38% decrease from 265 in 2011/12 to 165 in 2012/13.

First Time Entrants

During the last 3 years there has been a decrease in the number of first time entrants to the criminal justice system in Harrow, reflecting national trends. In total Harrow had 330 first time entrants during 2012 this is down from 527 in 2011 and 730 in 2010. The comparable rate is number of first time entrants per 100,000 population. Harrow's rate has decreased dramatically over the past 3 years from 730 in 2010 to 330 in 2012. The decrease in Harrow's first time entrants is reflective of what is happening nationally, although Harrow's figure of 330 comes in lower than the national average (585) and the YOT family average (440). Between 2011 and 2012 Harrow has seen a total decrease of 37.4%, compared to 25.7% nationally and 20.0% for the YOT family.

We are proud of the success of the early intervention work in the borough and a very effective Triage at point of arrest. This scheme applies to all young people arrested for the first time for a non-violent offence, and leads to a 3-month intervention programme under bail. Successful completion of the programme leads to the bail being concluded as no further action. In addition the introduction of cautions / youth conditional cautions has led to more robust intervention from YOT / Triage, which allows YOT / Triage to effectively engage young people in meaningful programmes structured to their needs.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

Re-offending

The YJB official re-offending statistics operate on a time lag with the latest available reporting period for Jul 10 – Jun 11 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period).

The latest available figure for re-offending was 41.6% (99 re-offenders out of 238 offenders) compared to the previous year's figure of 30.9% (94 re-offenders out of 304 offenders) reflecting a 10.7% increase. Harrow's current re-offending figure of 41.6% is higher than the National figure of 36.0% and the YOT family figure of 35.8%.

The total number of offences committed by re-offenders was 272, which represents an average of 1.14 offences per offender in the cohort. Harrow's average offences have increased from 0.90 in the previous year and are currently higher than the National figure of 1.04 and the YOT family figure of 0.97. Reducing re-offending is a key priority for 2013-14.

Custodial sentences

The actual number of young people in custody remains unchanged in the last 3 years with 17 in 2012-13, 16 in 2011-12 and 17 in 2010-11. However, given that total disposals have fallen, there has been an overall percentage increase in the number of young people

sentenced to custody, with 6.1% in 2010/11, 6.0% in 2011/12 and 10.3% in 12/13. The current rate per 100,000 is 0.70 for Harrow, this is higher than both the National average of 0.55 and the YOT family average of 0.52.

Harrow YOT has considered those young people who end up in custody due to persistent non-compliance. We have implemented breach compliance panels for all young people at the second missed appointment. This is chaired by a manager, and parents / carers / guardians are invited. The Panel discusses barriers to engagement and holds a meaningful conversation with the young person to establish the reasons for non-compliance. This earlier intervention should reduce numbers ending up in custody through non-compliance. In addition more creative packages are being considered, an example of which is splitting of tag times throughout the day to ensure courts are offered a more robust package that manages risk to the community.

Active interventions

The table below shows the number of active interventions and number of young people having YOT interventions (some young people will be subject to more than one intervention within a period). The table excludes any parenting orders or interventions open for Pre Sentence Reports only.

	Caseload - Active interventions and number of young people by quarter								% change between Q4 2011/12 and Q4 2012/12
	2011/12 Q1	2011/12 Q2	2011/12 Q3	2011/12 Q4	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	
Number of interventions in period	180	178	196	188	180	173	145	138	-26.6%
Number of individuals worked with in period	148	140	148	155	149	138	116	113	-27.1%

Figures have decreased month by month from Q1 2012/13 onwards with 138 individuals in Q1, 138 in Q2, 116 in Q3 and 113 in Q4. In Q4 2012/13 there were 113 individuals being worked with, compared to 155 in the same quarter for the previous year. This represents a 27.1% decrease in the caseload.

The sharp decrease in the size of the caseload is to be expected given the falls in offences (35%), Disposals (38%), numbers of young people committing crime (36.2%), and first time entrants (37.4%). The figures may have been affected between Q2 and Q3 by data cleaning at the end of December 2012. There is also the possibility that the reduction in the use of final warning programs has partly contributed to the drop in figures. It is also important to highlight the young people remaining in the YOT are complex, assessed as having

higher risk and vulnerability including mental health and substance misuse difficulties, and more likely to be in breach of an order therefore taking up more intensive case management time.

Management

A new management team is in place consisting of one service manager who also oversees Children In need Team, one team manager and one senior practitioner. An additional senior practitioner post has also been created to support and implement service delivery improvements, including the level of management oversight, which continues to be a priority area.

Partners

The members of the Harrow Youth Justice partnership have all experienced reductions in resources in recent years. Recent feedback from our local court has been positive about Harrow's court presentation and reports and this year it is a priority to consolidate this improvement.

The impact of being in a court based further away means staff spend more time traveling which means time away from face to face contact. The YOT staff are continuing to build relationships with neighbouring YOTs that has provided the opportunity to revisit existing practice and policies and build and improve on court processes.

Changes to Harrow Demography

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population. Indian and White British pupils continue to be the largest ethnic groups in Harrow's schools as at January 2013. However, there has been a significant decrease in White British pupils from 28% in 2006 to 15.9% in 2013, and an increase in pupils from other Asian backgrounds from 13.1% in 2006 to 20.8%, followed by an increase in the other White backgrounds group from 4.2% in 2006 to 9.3% in 2013.

Less than half the children at Harrow schools speak English as a first language (40.8%) as at January 2013. However English along with Gujarati, Tamil and Somali continue to be the main languages spoken. In line with the changing ethnic groups Middle Eastern and Eastern European languages (particularly Romanian) are increasing yearly. It has an impact on the number of additional resources needed for young people in the youth justice system, in particular interpreting services.

5. Performance 2011-12

YOT performance is measured via a set of outcome indicators that are reported to the Youth Justice Board. The most recent comparative data is shown in the table below:

Indicators*	Harrow	London	YOT comparison group	England
First time offenders rate per 100,000 of 10-17 population				
Jan 12 - Dec 12 (latest available data)	330	585	440	537
Jan 11 - Dec 11	527	787	787	712
<i>Percentage change from Baseline</i>	-37.3%	-25.7%	-20.0%	-24.5%
Use of custody rate per 1,000 of 10 -17 population				
Apr 12 - Mar 13 (latest period)	0.70	0.92	0.52	0.55
Apr 11 - Mar 12	0.66	1.61	0.85	0.82
<i>Change from Baseline</i>	0.04	-0.68	-0.33	-0.27
Reoffending rates after 12 months				
Frequency rate - Jul 10 - Jun 11 cohort (latest available data)	1.14	1.10	0.97	1.04
Frequency rate - Jul 09 - Jun 10 cohort	0.90	0.98	0.81	0.96
<i>Percentage change from Baseline</i>	0.24	0.13	0.16	0.08
Binary rate - Jul 10 - Jun 11 cohort (latest available data)	41.6%	40.4%	35.8%	36.0%
Binary rate - Jul 09 - Jun 10 cohort	30.9%	36.6%	32.0%	34.1%
<i>Percentage change from Baseline</i>	10.7%	3.7%	3.8%	1.9%

*note that due to validation and checking against police records some data becomes available significantly in arrears

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending which has both increased in recent years. Although our percentage rate for custody has gone up, absolute numbers have remained the same, which reflects the decrease in first time entrants. However it is clear that we are not having the same impact on reducing use of custody as we are on reducing first time entrants and this is therefore a priority for the year. As detailed above, an improvement plan is in place to address the performance issues identified in the Core Case inspection, with a focus on the quality and timeliness of work.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

Regular performance monitoring is embedded within the YOT. Performance support and regular monthly and weekly reports have been put in place to ensure timeliness and compliance of key processes in line with national standards. A monthly scorecard has been developed to incorporate local and national indicators and is overseen by the YOT management board.

Weekly performance reports are also being generated to assist management and staff to plan for dates effectively and to assist staff in their own management of caseloads. In addition quality assurance is being completed via the YJB quality assurance tool that tracks improvements made with quality of reports. This is supported by the Assessment, Planning, Intervention and Supervision training which all staff have attended, that assists staff in completing assessments in a structured format ensuring the assessment is thorough and concise. The team has already seen improvements in this area, where some assessments have gone from adequate to good. Whilst there is further work to be undertaken the direction of travel is positive.

6. Key Challenges and Achievements

Key challenges and achievements in the last year have included:

- First Time Entrants decreased by 37.3%
- Reduction in overall offences (down by 35.0%) and numbers of young people committing offences (down by 36.2%)
- Improved management oversight
- Robust policies and procedures
- Increase in timeliness and quality of assessments
- Increased compliance with current national standards
- Increase in skilled workforce equipped to deliver robust intervention packages tailored to young people's risks and needs
- Developing a motivated workforce
- More evidence based interventions

Key Challenges going forward are based on our priorities set out below:

- Reduce re-offending rates

- Reduce use of custody for Harrow young people
- Improve quality of assessments
- Increase level and quality of management oversight
- Build an excellent workforce
- Increase young offenders in education, training and employment
- Develop wider range of effective interventions; share resources with other LA

We set out the actions currently being worked on to meet these priorities. The challenges which face the YOT partnership in meeting the above priorities include the continued need for quality improvement to be made in the casework, with closer and more intensive management and supervision to get the quality right. We know from recent independent auditing work that we have improved a grade in each of the three key judgement areas since our 2011 Inspection but we still have further work to do to get a 'good' score consistently. We are also working with a cohort of high needs young people who are more likely to re-offend, and we need to develop stronger use of group work, partnership working and volunteers to deliver an effective and less resource intensive YOT service.

7. Key Priorities for 2013 / 2014

In setting our key priorities for 2013/14 we have taken into account research that indicates that those young people who do offend do not grow out of crime as readily as was once believed. The success of the early intervention work undertaken through the Triage means that the YOT is working closely with a cohort of young offenders who are amongst the most 'prolific' and 'high risk' offenders requiring more intense and costly interventions.

In developing our plan we have taken into consideration key risk factors associated with youth crime:

- Opportunity for crime
- Low parental supervision
- Poor educational attainment
- Persistent truancy
- Peer pressure and associating with other offenders
- Substance misuse
- Lack of victim empathy
- Gang involvement

The location of the Harrow YOT within Children's Services creates an effective framework in which to address the factors identified above enabling collaborative and systemic partnership working between the YOT and other teams working with the same young people (schools, children in need and looked after children). The plan aims to address the youth justice board key requirements:

- Confronting young offenders with the consequences of their offending, for themselves and their family, their victims and the community and helping them to develop a sense of personal responsibility.
- Intervention that tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending and which strengthens "protective factors".
- Punishment proportionate to the seriousness and persistence of offending.
- Encouraging reparation to victims by young offenders.
- Reinforcing the responsibilities of parents.

Particular attention will be paid to reviewing the Youth Offending Team services to achieve a highly skilled and needs led service including greater use of restorative justice and an emphasis on achieving meaningful engagement with young people.

Amongst our priorities is to ensure staff are supported, managed effectively and developed. This includes regular supervision that offers robust management oversight and identifies training and development needs as well as completing Appraisals; regular team meetings that will assist in the team working together to drive up standards of improvement and be accountable as a team. In addition to this opportunities are created for staff to be reflective in their practice and be open to challenges and share good practice by way of group supervision and peer support.

Summary of our priorities for 2013/14:

- **Reduce re-offending rates**
- **Reduce use of custody for Harrow young people**
- **Improve quality of assessments**
- **Increase level and quality of management oversight**
- **Build an excellent workforce**
- **Increase young offenders in education, training and employment**
- **Develop wider range of effective interventions; share resources with other LA**

PRIORITY	ACTIONS	LEAD OFFICER	TIMESCALES	EXPECTED OUTCOMES
<p>Reduce re-offending rates</p> <p>BASELINE - Latest re-offending rate for Harrow is 41.6% of cohort re-offending within 12 months.</p> <p>TARGET - In line with our statistical neighbour average of 35.8%.</p>	<p>To develop the bike project further.</p> <p>To identify appropriate victims via victim liaison officer</p>	<p>Reparation officer and Senior practitioner</p>	<p>Working agreement with local police to deliver action by October 31st 2013.</p>	<p>Increased reparation and victim awareness for young people subject to court orders.</p>
	<p>Review of Reparation interventions to enable improved service delivery and an outcome focused approach.</p> <p>To identify suitable projects outside of core education hours</p> <p>To make links with local community projects to assist in facilitating meaningful reparation projects linked to offences committed</p>	<p>Team Manager and Senior Practitioner</p>	<p>September 30th 2013</p>	<p>Meaningful reparation will reduce the risk of re-offending through increased understanding of victim impact.</p>

	<p>To identify direct victims at the earliest opportunity and offer restorative solutions.</p> <p>To identify and analyse offending behaviour patterns across Harrow young people</p> <p>To develop needs led groupwork and 1-1 sessions with young people which target offending patterns / trends within the borough</p> <p>Ensure that any appropriate referrals are identified by case managers and/or line supervisors as part of monthly supervision – This may include the siblings of any current cases known to the YOT.</p> <p>EIS meetings to be attended by YOT Team Manager or Senior Practitioner.</p> <p>YOT to continue to</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p> <p>Senior Practitioner</p> <p>Team Manager</p>	<p>September 30th 2013</p> <p>November 30th 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Understand trends in the borough which will lead to identification of gaps in service provision.</p> <p>Targeted provision to address offending patterns amongst young people of Harrow.</p> <p>The early identification of siblings at risk of offending to reduce the number of First Time entrants</p> <p>Full assessment of any non-convicted behaviours to assist in identifying triggers and patterns of offending</p> <p>Prevent an increase in the number of gangs in Harrow</p>
--	--	---	---	---

	attend YJB Gangs forum YOT to feed into wider Harrow gangs strategy	Team Manager		
<p>Reduce use of custody</p> <p>BASELINE - Custody rates for 12/13 were 0.70 per 1,000 population. This equates to a total of 17 individual custodial sentences during 12/13.</p> <p>TARGET – Reduce in line with the statistical neighbour average of 0.52. Approx 13 custodial sentences.</p>	<p>To increase confidence in court service delivery by way of court training for all staff, feedback forms for Magistrates re: reports and presentation of court reports</p> <p>Introduction of Breach Compliance panels for all young people at point of 2nd warning to understand what if any are the barriers to compliance.</p> <p>To ensure creative and innovative bail packages are put forward including increased use of</p>	<p>Senior Practitioner</p> <p>Team Manager</p> <p>Team Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Effective partnership approach which works to ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>To reduce the number of young people in custody due to breach.</p> <p>To reduce the number of young people in custody on remand.</p>

	<p>exclusion zones, varied curfew hours split during peak offending times.</p> <p>Ensure all young people who are subject to an all options report receive an Intensive Supervision and Surveillance assessment. If deemed not suitable to be reflected in Pre-Sentence Report and if suitable to ensure a scheduled timetable of activities is sent with Pre-Sentence Report</p> <p>YOT staff to attend Access to Resources Panel where applicable for young people known to YOT.</p> <p>To identify suitable resources within the community for parents of young people involved in serious youth violence by utilising mothers against gangs initiative. (MAG)</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>To reduce the number of young people in custody by offering planned alternative to custody programmes.</p> <p>Effective partnership approach to ensure all community package options are explored ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>Improved parenting skills for those with children involved in the youth justice system leading to supportive family relationships and reduction in antisocial behaviour.</p>
--	---	--	--	--

<p>Improve quality of assessments</p> <p>Progress will be measured through case file audits.</p>	<p>To ensure all assessments are completed in "APIS" (Assessment, Planning, Intervention & Supervision) format as per training delivered to staff in January 2013.</p> <p>To ensure all initial Assets are quality assured via the YJB Quality assurance tool</p> <p>Increase use of 'What do you think' forms.</p> <p>Quarterly focus groups to be set up for young people on a range of Orders from Referral Orders to ISS</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>November 2013</p>	<p>All staff will have an individual training needs analysis and plan to achieve better quality assessments and interventions.</p> <p>Assets to demonstrate an overall Good / Outstanding average across the team</p> <p>Improve young person participation and engagement</p> <p>Young peoples led service</p>
<p>Increase level and quality of management oversight Quality of management oversight will be measure through case file audits.</p> <p>BASELINE</p>	<p>Managers to receive weekly performance reports and ensure oversight is given to those with due dates, ensuring dates are booked in within timescales.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Timely delivery of assessments through to intervention for young people and families.</p> <p>Increased</p>

<p>Assessment Timescale (89%) ROSH Oversight (62%) RMP and VMP Oversight (97%)</p>	<p>Continued reporting on a monthly basis to YOT management Board on performance including management oversight</p>	<p>Team Manager / YOT Analyst</p>	<p>Ongoing</p>	<p>management oversight leading to better quality work.</p>
<p>TARGETS Assessment Timescale (95%) ROSH Oversight (80%) RMP and VMP Oversight (95%)</p>	<p>Bi Monthly auditing of supervision files to ensure performance issues and oversight is appropriately addressed and documented.</p>	<p>Team Manager</p>	<p>To commence in August 2013</p>	<p>Increased management oversight leading to early identification of training / performance needs within staff team.</p>
	<p>Management oversight/instruction following case allocation to include direction for case managers to complete a home visit as part of initial assessment</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Additional risk and safeguarding concerns identified in regards to siblings in the home.</p>
	<p>Every young person to be visited on a minimum of a monthly basis at home.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Case managers to have a holistic approach in their work moving from a primary child focused approach to a whole family approach</p>
	<p>Staff observations to be completed with all staff across the service. This will include observations of:</p>	<p>Team Manager , Senior Practitioner</p>	<p>2 observations to be completed monthly</p>	<p>Professional and consistent standards being delivered to all those who access the service.</p>

	<p>Assessment meetings Intervention sessions Home visits Panel Meetings</p>			
<p>Build an excellent workforce</p>	<p>To recruit and train volunteers of Harrow as panel members for referral orders</p> <p>Expected professional standards to be outlined in supervisor, leads and team meetings</p> <p>To ensure clear targets and action plans are set for those not performing to expected standard.</p> <p>To create “champions in specific area’s such as risk, welfare, group work, service user input.</p> <p>Trained facilitators in YOT to deliver RJ to all staff across Children’s services and to</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>October 31st 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>September 2013</p> <p>November 2013</p>	<p>To have panel members who are reflective of Harrow’s diverse community which will increase participation and engagement of orders.</p> <p>To have a highly professional team committed to achieving outstanding outcomes for children and young people whilst ensuring greater accountability and challenge is customary.</p> <p>Meaningful engagement with young person and increased understanding of victim impact</p>

	<p>volunteers</p> <p>To incorporate RJ conference where applicable as part of referral order contracts.</p> <p>Group supervision to be lead by CAMHS Practitioner to provide oversight of case discussions using psychological interventions training/CBT principles</p>	<p>Senior Practitioner</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Reflective and insightful practitioners with shared knowledge of cases</p>
<p>Increase young offenders in education, training and employment</p> <p>BASELINE – During 2012/13 74% of Harrow young offenders in ETE at the end of order. Statistical neighbour average is 68%</p> <p>TARGET – 80%.</p>	<p>To continue to monitor cohort of young people who are NEET to identify trends / patterns and difficulties in accessing education provision</p> <p>To increase use of education requirement as part of sentencing proposal where appropriate.</p> <p>To ensure there are SLA's between all schools and colleges and YOT to ensure clear lines of communication for young people who</p>	<p>Team Manager</p> <p>Senior Practitioner</p> <p>Senior Practitioner / Service Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Increased number of EET young people</p>

	<p>are at risk of losing education placement due to possible conviction</p> <p>To ensure YOT meet the health, education and housing needs of young people in the youth Justice System.</p>	<p>Team Manager</p>	<p>August 30th 2013</p>	<p>Improved health and resettlement provision for young people</p>
--	--	---------------------	------------------------------------	--

Appendix 1

Strategic and Operational links

- **Targeted Senior Management:** The Harrow YOT is located within Targeted Children's services. The service manager for the YOT also has responsibility for the children in need teams. The Service Manager for the YOT attends the strategic management meetings for Targeted Services and is able to influence the direction of strategic planning for children and young people who offend. This has also led to closer links being forged with education.
- **Safer Harrow Board:** the Borough Commander chairs Safer Harrow. There is representation from key partners on the board including the service manager for Community Safety. The service manager for the YOT attends Safer Harrow to provide regular updates and to participate in decision making regarding youth offending in the borough.
- **The Access to Resource Panel (ARP)** is chaired by the Divisional Director, Targeted Services and is the decision making forum and resource allocation for 'high risk' and 'vulnerable' children and young people. The attendance and contribution of the YOT team manager when children and young people known to the YOT are discussed takes into account offending behaviour, risk assessments and vulnerability together with compliance with court orders.
- **Children Looked after Team (CLA) Management Meeting:** The YOT team manager attends on a monthly basis to enable a coordinated approach to planning and effective risk management in regards to children known to the YOT and the Children Looked After teams.
- **Children in Need Team (CIN) Management Meeting:** The YOT and Child In Need report to the same service manager. This has led to good partnership working between the two teams and a joined up approach when dealing with young people known to both teams. The YOT team manager attends the CIN Management Meeting on a monthly basis.
- **The Courts:** The Chair of the Youth Court Panel sits on the Harrow YOT Management Board and the YOT Team Manager attends the Youth Court Panel Meetings and the Court User Group. The purpose being to develop closer links with the courts and have greater influence on Courts regarding sentencing.
- **MAPPA:** The purpose of MAPPA is the exchange of information and intelligence and an agreed course of action in order to manage the risk posed by serious violent and sexual offenders. Harrow YOT refer cases to MAPPA and have recently revised their protocol with probation which looks at who has overarching responsibility of MAPPA referrals whilst ensuring a seamless process of management of such cases without duplication. To ensure referrals are appropriate MAPPA lead from Harrow Probation services sits on the Risk and Vulnerability Management Panels for the YOT and can assist in ensuring cases are screened appropriately.

- **Risk & Vulnerability Management Panel:** The chair of the risk panel is rotated between senior officers of police, probation and YOT / CIN service Manager. The purpose of which is to discuss high risk and high vulnerability cases which are reviewed by senior managers. YOT case worker and social worker (where applicable) attend to present case to senior managers. A risk management plan and a vulnerability management plan are discussed and agreed with senior representatives from partner agencies.
- **Gangs Forum:** Harrow YOT has formed close links with other London YOTS in a wider gangs strategy. This has included representation at forums held in Feltham YOI, as well as other YOTs. In addition Harrow YOT refers mothers to actively seek support from initiatives in the borough such as Mothers Against Gangs. This is done jointly with YOT police officer and can be continued support for the parent post court order.
- **Interactions with Triage:** In order to manage the new out of court disposals, Youth Cautions and Youth Conditional Cautions, Harrow YOT hold two meetings a week consisting of police, Triage and YOT. Here the most appropriate course of out of court disposal is decided in a multi agency setting. Prior to the meeting information is collated from both the YOT system and the triage system which allows for a more detailed insight into the young person and their family.

APPENDIX 2
HARROW YOUTH OFFENDING TEAM
MANAGEMENT BOARD

TERMS OF REFERENCE

1. Introduction

The Youth Offending Team Management Board provides the governance arrangements for the YOT and provides the terms of reference upon which the parties agree to abide. The YOT Management Board is responsible for ensuring that the principle aim of preventing offending by children and young people is promoted and that the work of the Youth Offending Team is focused on achieving targets set by the Youth Justice Board and that the Youth Offending Team works to National Standards that are aimed at achieving better outcomes for children and young people who come to the attention of the youth justice system.

The Crime and Disorder Act 1998 (Section 37 and 39(1)) placed a duty on local authorities and key partners (police, probation and health) to cooperate to establish a multi-agency youth offending team. Other key legislation relevant to this partnership agreement includes The Children Act 1989, in particular Schedule 2, paragraph 7, to: Discourage children and young people within their area from committing offences; take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area; Avoid the need for children within their area to be placed in secure accommodation.

There are many different local arrangements that achieve appropriate governance and oversight of youth justice services, but evidence suggests that it is most likely where there is a clearly identifiable governance body/board with responsibility for local oversight and leadership of youth justice services which bridges the criminal justice system, community safety and children's services sectors to ensure an integrated approach to youth crime prevention, offending and re-offending.

To be effective, experience indicates that this board needs to be assigned a range of functions and have members of appropriate seniority to allow it to:

- Set the strategic direction of relevant services;
- Steer delivery;
- Provide and commit sufficient resource including secondments from statutory partners; and
- Oversee performance of the whole youth justice system locally.

This board is likely to be most effective where it is seen as the lead governance body for the local youth justice system and not simply as youth offending team (YOT) management board. It therefore has oversight of performance against the key outcome indicators, no matter how they are delivered locally:

- To reduce re-offending;
- To reduce first time entrants into the youth justice system; and
- To reduce the use of custody

An effective board has the following characteristics:

- All named statutory services are represented with other key delivery agencies and stakeholders represented or able to make representation;
- It meets at least quarterly with a continuity of board membership and regular attendance;
- Individual members are inducted into the role, are able act as local ‘champions’ for youth justice and have lead responsibility for key areas of activity;
- The views of service users, victims of crime and the wider community are actively sought and considered;
- The YOT manager/head of service is able to act at a strategic level across the local authority and partner agencies; and

2. The Role and Responsibilities of the Youth Offending Service Management Board

- 2.1. The primary duty to ensure a YOT, and appropriate youth justice services, are in place rests with the local authority.
- 2.2. The YOS Management Board is directly responsible for:
- 2.3. Determine how the youth offending team(s) is to be composed and funded, how it is to operate and what functions it is to carry out;
- 2.4. Determine how appropriate youth justice services are to be provided and funded;
- 2.5. Oversee the formulation each year of a draft youth justice plan;
- 2.6. Oversee the appointment or designation of a youth offending team manager; and
- 2.7. Agree measurable objectives linked to key performance indicators as part of the youth justice plan
- 2.8. Delivering the principle aim of reducing offending and re-offending
- 2.9. Ensures the delivery of the Youth Justice Plan
- 2.10. Ensuring the YOT’s infrastructure needs is addressed.
- 2.11. The Management Board will at each Board Meeting scrutinize
- 2.12. The performance of the YOT against YJB national indicators
- 2.13. Using YOT management information to inform strategic planning and decisions aimed at preventing youth crime.
- 2.14. Ensuring the Youth Offending Service is adequately resourced, with equitable contributions from partner agencies including the use of pooled funds.
- 2.15. Ensure the YOT financial position is reviewed at each Board meeting,
- 2.16. Ensuring the YOT staff receives appropriate training and development opportunities to address any competence deficits.
- 2.17. Ensuring the children and young people with whom the YOT works have access to appropriate mainstream services.
- 2.18. Ensuring the provision of strategic links to cross cutting targets and objectives and overall local authority improvements.

- 2.19. Ensuring the dissemination of information to respective partnership organizations relating to key YOS messages, developments and multi-agency working arrangements.
- 2.20. Agreeing arrangements for reporting on the performance and resourcing needs of the YOT to local authority members, and other relevant bodies.
- 2.21. The board to be provided with the regular reports on CSSPI (Community Safeguarding and Public Protection Incidents) and High Risk cases and advise on partnership focused protective factors to manage risk.
- 2.22. Ensuring that the principle aim of preventing offending by children and young people is properly reflected in the work of the other related strategic partnerships and strategies e.g. The Children and Young People's Plan.
- 2.23. Ensuring that actions taken by each agency, which may positively or adversely affect the YOS in executing its primary aim are brought to the attention of the Board.
- 2.24. Ensuring that the YOS has appropriate access to mainstream children's services to meet the needs of children who offend, including those in custody.
- 2.25. The local authority will provide the administrative support for the Management Board. This will include financial, legal and health and safety advice and arrangements for the procurement of goods and services.
- 2.26. The youth offending service is ideally placed to coordinate activities in relation to youth crime prevention. The YOS aims to support key responsibilities of the local authority and partners including:
 - Community safety
 - Substance misuse reduction
 - Raising educational achievement
 - Improving mental health
 - Better outcomes for looked after children and corporate parenting
 - Preventative services for children at risk

3. Key objectives for the Management Board

- 3.1. Examine and question performance data supplied by the YOS
- 3.2. Using YOS performance data to establish any areas of underperformance and to address these using a problem solving approach
- 3.3. Monitoring of CSPPI and recommendations of Critical Learning Reviews and further Local Management Reports (where appropriate).
- 3.4. Examination of the YOS case studies highlighting good practice and conversely areas that require development.

4. Key Performance Indicators:

- Reduce the number of first time entrants to the CJS
- Reduce re-offending

- Reduce the number of young people receiving a conviction in court sentenced to custody
- Increase the number of young people engaged in suitable education, training or employment (ETE).

5. Links to other groups

It is recognized that the YOT is both a criminal justice agency and a children and young people's service. Consequently the Board is accountable to the Safer Harrow Partnership Board for issues related to the management of youth crime and to the LB Harrow Children's Safeguarding Board.

6. Review

The Board will review its terms of reference and membership on an annual basis.

7. Memberships

The YOT management board should comprise of senior representatives of the local authority chief executive and of chief officers from the statutory partners including: education, police, probation, housing and health. It is essential members of this group have sufficient seniority and authority to be able to commit resources to the YOS or wider youth crime prevention agenda and problem solve without having to refer back to their chief officer, though they will need to account properly to their own agency for their decisions.

Name	Role and organisation	Contact Details
Melissa Caslake	Divisional Director, Targeted Services Division, Children Services (Chair)	Melissa.Caslake@harrow.gov.uk
Parmjit Chahal	YOT Service Manager,	Parmjit.Chahal@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Quality Assurance and Improvement Service Manager	David.Harrington@harrow.gov.uk
Claire Smart	Harrow BCU Commander (Metropolitan Police)	Claire.E.Smart@met.police.uk
Catherine	Associate Clinical Director	catherine.knights@nhs.net

Knight	of Harrow CAMHS	
Mike Howes	Assistance Director, Community Safety	Mike.Howes@harrow.gov.uk
Mike Herlihy	Legal Team Manager, Harrow Youth Court	hamlin.herlihy@talktalk.net
Farzana Aldridge	Harrow School Improvement Partnership Manager (for education & learning)	Farzana.Aldridge@harrow.gov.uk
Carol Flowers	PCT, Head of commissioning for children and families	carole.flowers@nhs.net
Marcia Whyte	Probation Service	Marcia.Whyte@london.probation.gsi.gov.uk
Sarah Brimelow	Youth Justice Board	Sarah.brimelow@yjb.gov.uk
Ifeona Williams	Victim Support	ifeona.Williams@vslondon.org
Dan Burke	Voluntary Sector	dburke@ignitetrust.org.uk

In addition to the core membership, the Board will invite other partners who can make a significant contribution to the prevention and reduction of youth crime to attend meetings for specific issues as appropriate. This will include:

- Youth Justice Board
- Justices' Clerks for Young People
- Chief Housing Officers
- Connexions
- Director Learning and Skills Council
- FE Colleges
- Prison Service
- DAAT

8. Charing Arrangements

- 8.1. Meetings of the Management Board will be chaired by the Divisional Director for Children's Service ('The Chair').
- 8.2. A Vice Chair will be appointed on an annual basis by resolution of the Management Board.

8.3. In the absence of the Chair, the Vice Chair shall chair a meeting of the Management Board.

9. Attendance

Each Board member will ensure that where they are unable to attend that a senior representative of the agency attends in their place.

10. Schedule and Management of Meetings

10.1. The YOT Management Board will meet monthly at the LB Harrow Civic Centre. These meetings may be supplemented by special meetings that may be called by the Chair for an appropriate reason or at the request of three members in writing.

10.2. The Chair and the Service Manager of the Youth Offending Team will determine the content of the agenda. However, any member or adviser may request by ten (10) working days before a meeting any item they wish to have on the agenda.

10.3. No decision shall be taken at a meeting of the Management Board unless a quorum is present.

10.4. A quorum is where there are three or more members (Example: Children Services, Chief Superintendent Harrow Police, Probation, Primary care trust)

Signed for and on behalf of:

The LB Harrow
Date: 28.07.13

.....

Authorised Signatory

Harrow Metropolitan Police
Date: 28.07.13

.....

Authorised Signatory

LB Harrow Probation Service
Date: 28.07.13

.....

Authorised Signatory

LB Harrow Primary Care Trust
Date: 28.07.13

.....

Authorised Signatory

Schedule of YOT Improvement Board Meetings: 2013

28th June	Committee room 1 & 2
19 th July	Committee room 1 & 2
8th August	Committee room 1 & 2
20th September	Committee room 1 & 2
18th October	Committee room 1 & 2
22nd November	Committee room 1 & 2

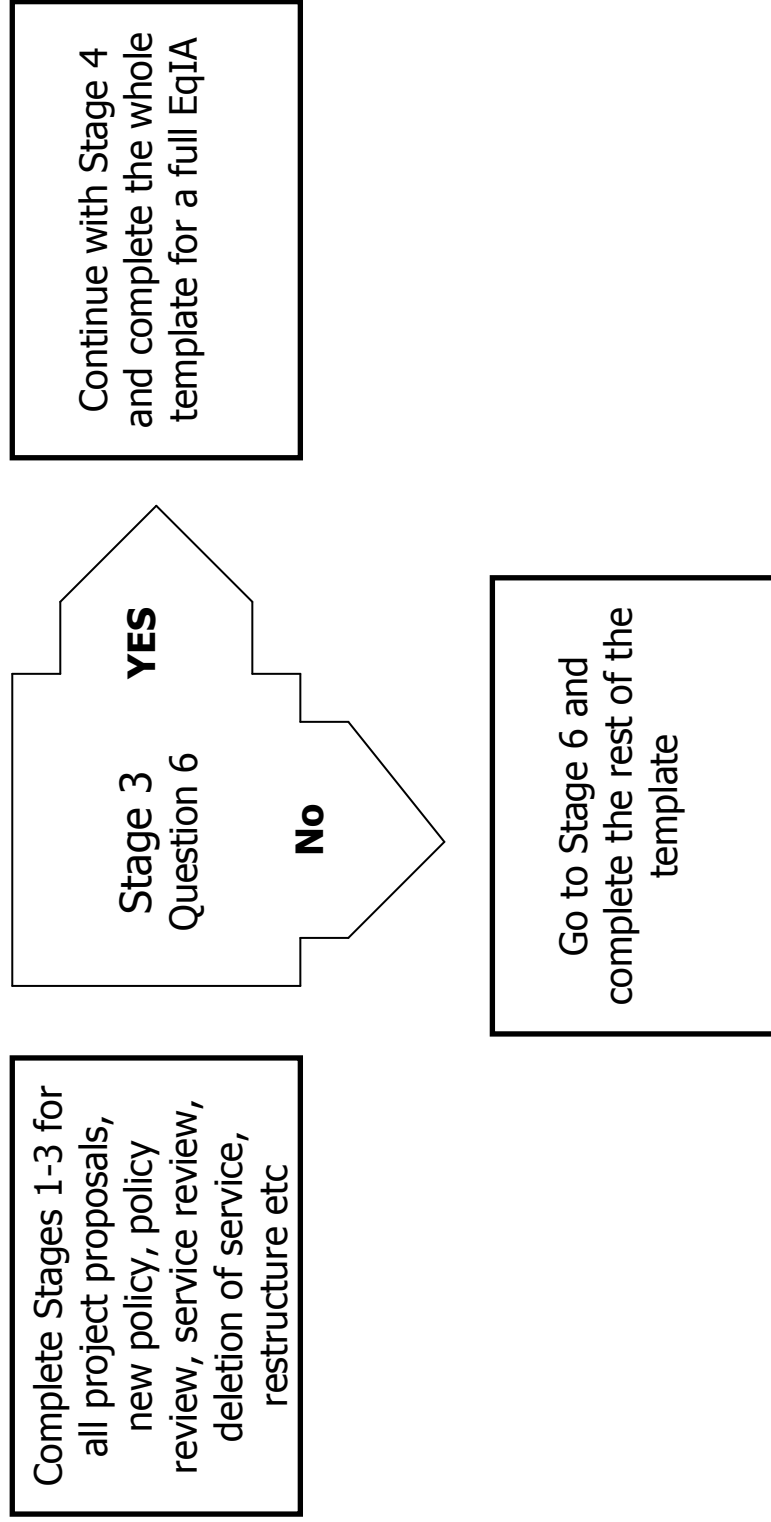
APPENDIX 3

YOUTH JUSTICE ACRONYMS

ABC	Acceptable behaviour Contracts	FIF	Families in Focus
ASBAG	Antisocial behaviour action group	ISS	Intensive supervision and surveillance programme
ASBO	Antisocial behaviour order	LAC	Looked after child (ren)
ASSET	The YOS assessment tool	MAPPA	Multi-agency public protection arrangements
BCU	Borough command unit	ONSET	An early prevention assessment tool
BIP	Behaviour improvement plan	PAYP	Positive activities for young people
BTP	British Transport Police	PSR	Pre-sentence report
CAF	Common assessment framework		
CAMHS	Child and adolescent mental health services		
CIN	Child (ren) in Need	YOIS	Youth offender information system
CJU	Criminal justice unit	PSR	Pre-sentence report
CPS	Criminal prosecution service	YOIS	Youth offender information system
CBS	Cognitive behavioral skills	ONSET	An early prevention assessment tool
DBS	Disclosure Barring Service		
CSF	Children, Schools & Families		
DAT	Drug action team		
YOI	Young offenders institution		

Equality Impact Assessment

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



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 assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick	Type of Decision:	Tick
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:	Youth Justice Plan		
Directorate / Service responsible:	Targeted Services - Children and Families		
Name and job title of lead officer:	Melissa Caslake, Divisional Director of Targeted Services		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	30.09.13		

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>A requirement of the 1998 Crime and Disorder Act (S38) is for each local authority with partner agencies (Police, Probation and Health) to set up a multi-agency Youth Offending Team (YOT) and as a requirement of the Youth Justice Grant submit an annual Youth Justice Plan (appendix 1).</p> <p>The purpose of the plan is to provide details of how youth justice services have been and are planned to be delivered in accordance with Youth Justice Board Guidelines. The plan targets are aimed at 10 – 17 year old.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (all that apply)</p>	Residents / Users	Service	Partners	Stakeholders
	Staff		Age	Disability
	Gender Reassignment		Marriage and Civil	Pregnancy and

			Partnership	Maternity
	Race	x	Religion or Belief	x
	Sexual Orientation	x	Other	
	§ Public Health			
	§ Police			
	§ Probation			
	§ Education			
	<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? <p>All partners and voluntary organisations were involved in the development of the plan through the Youth Offending Management Board. This EqIA will be shared with those involved in the development and delivery of the plan.</p>			x
Stage 2: Evidence / Data Collation				
	<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>			
	Age (including carers of young/older people)			
	Analysis of local caseload data.			
	A snapshot of Harrow's caseload shows the following age breakdown at the point of sentencing;			
	Under 13 (6.5%), Age 14 (13.2%), Age15 (16.5%), Age 16 (33.0%), Age 17 (30.8%)			
	Following national trends, the majority off the offending population are 15 and above, with 16 and 17 year olds being the highest represented group accounting for a combined total of 63%.			
	Disability (including carers of disabled)			
	The assessment process records and identifies individual special needs including the impact of learning			

people)	difficulties on offending and re-offending. The data analysis has identified the need for a more sophisticated monitoring tool where data can be extracted from YOIS in order to assist in more targeted service delivery.
Gender Reassignment	
Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	<p>Youth Justice Board National Published YDS Data.</p> <p>Ethnicity data for the local offending population has been analysed against local demographic data. Offending Data for Harrow highlights a significant difference between Harrows 10-17 demographic and the offending population. White British made up 34% of the 10-17 population but 2012-13 figures show that a higher proportion of the offending population (42%) were white British. Also significantly over represented in youth offending, were those from a Black ethnic group, with 43% of youth offenders belonging to that group compared to only 13% of the local population. During 2012-13 the Asian population was significantly under represented in youth offending with only 16% compared to a population split of 41%.</p>
Religion and Belief	
Sex / Gender	<p>Gender data for the local offending population has been analysed against local demographic data and against YOT neighbours data.</p> <p>Overall, the national trend is that the youth offending population are predominately male. During 2012-13, Harrow had 17% Female compared to 83% Male. The low female proportion is reflective of the national picture. However, Harrows proportion is slightly higher than the London average of 14% and the comparative YOT's average of 15%.</p>
Sexual Orientation	
Socio Economic	
5. What other (local, regional, national research, reports,	National research has highlighted there is a higher representation of BME in the

media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

youth justice system in regards to offending and re-offending. This is an area that will be addressed in the YJB Plan 2013 – 14 through the Risk and Vulnerability Panel.

Stage 3: Assessing Potential Disproportionate Impact

6. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

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

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

§ **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA. It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

249

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

§ Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)

8. What consultation have you undertaken on your proposals?

Who was consulted?	Key partners (Police, Probation, Health and Education) have been consulted through the YOT Management Board.		What consultation methods were used?	Discussions held at the YOT Management Board have been incorporated into implementation plan.	What do the results show about the impact on different groups / Protected Characteristics?	The discussions and data analysis has shown greater scrutiny and data gathering in the areas specified above. This work is on track with the data analysis requested to review data collected and identified gaps filled in regards to data collection.	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).	The recommendations have been incorporated into the final plan. The YOT Management Board will continue to receive bi-monthly reports and monitor and scrutinise the implementation of the plan. In addition the Risk Management Panel has representation from the Police, Education and Probation where further monitoring and tracking of individual cases will take place.

250

Stage 5: Assessing Impact and Analysis

<p>9. What does your evidence 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?</p>			
Protected Characteristic	Adverse	Positive	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p> <p>The data analysis highlights the largest offending</p>
	x		<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p> <ul style="list-style-type: none"> The Brief Panels will work closely with the

Age (including carers of young/older people)		group is between the ages of 16 – 17 (63%)	<p>YOT Manager in monitoring this cohort together with ensuring interventions are effective and aimed at reducing re-offending.</p> <ul style="list-style-type: none"> Joint home visits will take place by the case manager and the YOT Police Officer to each young person at risk of re-offending and likely to be breached and returned to court. Further analysis of offending behaviour of this group and an understanding of the underlying causes will ensure improved outcomes including diversion from crime.
Disability (including carers of disabled people)	x	The number of Young Offenders with a speech and language or learning disability is an emerging theme.	<ul style="list-style-type: none"> The YOT Management Board has requested data in regards to those offending with a disability to ensure interventions and resources are appropriate and support to address the causes of offending behaviour. Responding to those not in education or employment (NEET) is a priority with a co-ordinated approach with educational leads in the YOT. The attendance of a Head Teacher at the Risk Management Panel will assist greatly in understanding and responding to the challenges faced by this group.
Gender Reassignment		No Identified Impact.	
Marriage and Civil Partnership		No Identified Impact.	

Pregnancy and Maternity		No identified impact	
Race	x	The data analysis highlights there is a disproportionate proportion of young offenders from White British (42%) and Black Ethnic Group ((43%) when compared with the local demographic.	<ul style="list-style-type: none"> The YOT Management Board have requested more intelligence regarding both groups in order to gain improved understanding of the underlying causes and target specific interventions aimed at responding to the issues highlighted.
Religion or Belief		No identified impact.	
Sex	x	There are a high percentage of young male offenders (83%) in comparison to female offenders (17%).	<ul style="list-style-type: none"> The YOT Management Board has requested more intelligence regarding both groups in order to gain improved understanding of the underlying causes and target specific interventions aimed at responding to the issues highlighted. The causation between involvement in Gangs and offending behaviour is well documented nationally but needs to be further exploration in regards to activity in Harrow for this cohort of offenders. Work is underway through the multi-agency Gangs Forum. The work includes intelligence gathering in regards to Gangs active in Harrow and the link between substance misuse and Gang involvement. In addition further analysis is required for the underlying offending behaviour of young women including the risk of sexual exploitation and gang involvement.
Sexual orientation		No identified impact.	

<p>12. Please indicate which of the following statements best describes the outcome of your EqIA (tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p>	x
<p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance 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 7</i></p>	
<p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance 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)</p>	
<p>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)</p>	
<p>12a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q11, explain your justification with full reasoning to continue with your proposals.</p>	

Page 7: Improvement Action Plan

<p>3. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.</p>			
<p>Area of potential adverse impact e.g. Race, Disability</p>	<p>Action required to mitigate</p>	<p>How will you know this is achieved? E.g. Performance Measure / Target</p>	<p>Target Date</p>
			<p>Lead Officer</p>
			<p>Date Action included in Service / Team Plan</p>

--	--	--	--	--

Stage 8 - Monitoring

The full impact of the proposals may only be known after they 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? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	The monitoring of the plan will continue through the Youth Offending Management Board where there is representation from the partnership and the Youth Justice Board. There are bi-monthly performance reports submitted against the YJB Plan.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Monitoring will take place through the bi-monthly YOT Management Board
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

17. How do your proposals contribute towards 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
The plan was developed aligned to the council's equality of opportunity policy and does not exclude any protected characteristic.	The plan aims to advance equality of opportunity by taking the necessary steps to address identified needs as highlighted in order to ensure the service is inclusive to the community of Harrow.	Strength partnership working with key community groups through dialogue, understanding, training and representation of a diverse team and service delivery.

Stage 10 - 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>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>		<p>Signature of ETG Chair</p>	

LONDON BOROUGH OF HARROW

CABINET – 17 OCTOBER 2013

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 17 SEPTEMBER 2013

YOUTH JUSTICE PLAN 2013-14

Members received a report of the Divisional Director of Targeted Services which presented the draft Youth Justice Plan for 2013/14. This was a statutory Plan which, once agreed, would be submitted to the Youth Justice Board as part of the conditions attached to the grant received from the Ministry of Justice.

The Divisional Director of Targeted Services introduced the report and outlined the key priorities for 2013/14 as well as the key challenges. She reported that considerable work had been done since the inspection, including the recruitment of a Service Manager. The Service Manager advised Members that the culture over the last twelve months had been of a highly effective, efficient workforce who worked in partnership with key agencies. Experienced staff had been recruited who were willing to work flexibly. Considerable work had been done in terms of embedding the performance framework and a steady improvement on performance figures had been seen. She added that there were two police officers now attached to the Youth Offending Team.

Members were advised that the aim was to identify young people at risk of offending. The reduction of first time entrants was due to the work of the triage. Targeted intervention had resulted in 98.2% of no further offending by first time entrants. It was important for young people to understand the impact of their offending. The Corporate Director of Children and Families stated that her team managers had turned the performance of the Youth Offending Team around. There had been a root and branch review and the result was a motivated team.

In response to a Member's question, the Corporate Director advised that there was a wide range of mentors working with young people and work had been done with different ethnic groups. A number of young people who had been through the criminal justice system were now mentors. The Council was involved in a national citizenship programme. She stated that more work on cross identity was required and that she would provide the Member with further information on this issue.

A Member commented that he had found the report confusing and difficult to identify what was planned for the next year or two. The Divisional Director advised that the plan was written in order to adhere to a nationally prescribed format.

Referring to page 217 of the report a Member questioned whether the reduction in number of offenders translated into fewer cases. The Corporate Director advised that the early intervention service had been built from scratch and case loads had been too high. She personally monitored caseloads every week and the service was in transition.

A Member reiterated concerns that he had raised previously in relation to action plans having no baseline figures. He stated it was not clear as to the starting point

and where the service was going. Members need to be clear as to what they should focus on. The Corporate Director advised that this information was not a requirement for this statutory plan but that she would provide Members with this information.

The representative of Harrow Youth Parliament congratulated officers on the work done making particular reference to the figures. She questioned the strategy for dealing with young people not in education and what happened to the young people once they reached the age of 17. The Divisional Director advised that the Youth Offending Team Management Board was in the process of developing an action plan for this small number of individuals. On reaching the age of 17, the Divisional Director advised that follow up depended on each individual, for example, some may be referred to probation. The Corporate Director added that she believed that early intervention work would pick up young people at an earlier stage.

In terms of partnership working, a Member expressed the view that the new Borough Commander was robust in dealing with offenders. The Divisional Director advised that it had been agreed that in circumstances where it was proving difficult to engage with a young person, the a member of the Youth Offending Team would make a home visit accompanied by a police officer. This would then reinforce the importance of the work to the parent(s).

The Chair thanked the officers for their attendance and responses and re-emphasised the importance of baseline data.

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

FOR CONSIDERATION

Background Documents:

Draft minutes of the Overview and Scrutiny Committee – 17 September 2013

Contact Officer:

Alison Atherton, Senior Professional Democratic Services
Tel: 020 8424 1266
Email: alison.atherton@harrow.gov.uk

REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	Capital Programme 2013/14 - additional schools grant funding
Key Decision:	Yes
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families Simon George, Director of Finance and Assurance Terry Brewer, Divisional Director Commercial, Contracts and Procurement
Portfolio Holder:	Councillor Janet Mote, Portfolio Holder for Children and Schools Councillor Tony Ferrari, Portfolio Holder for Finance Councillor Stephen Wright, Portfolio Holder for Property and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes, except where the decision is reserved to Council and where it has been noted
Enclosures:	Appendix A: Schools included in the Targeted Basic Need Programme Appendix B: Targeted Basic Need Funding Terms and Conditions

Section 1 – Summary and Recommendations

This report updates Cabinet about the Targeted Basic Need Programme (TBNP) and the delivery of the school projects and identifies the recommended procurement route to achieve value for money within the timescales.

Recommendations:

Cabinet is requested to:

1. Note the additional funding secured through the TBNP process of £34.3m.
2. Recommend to Council to adjust the 2013/2014 capital programme to include £9.583m TBNP funding and the 2014/15 and 2015/16 programmes will be agreed as part of the budget setting process.
3. Agree to delegate the procurement and implementation of contracts to the value of £60m to the Corporate Director of Children and Families in consultation with the Portfolio Holder for Children and Schools and the Portfolio Holder for Property and Major Contracts. This is subject to none of the additional funding being spent prior to the Council approval of the amended budget.
4. Note that in order to minimise risk and to meet the tight deadline conditions of the TBNP funding, officers will use the Council's Major Works, Maintenance and Repairs Framework contract with Keepmoat together with existing major works frameworks established by other Public Buying Organisation to deliver the projects.

Reason: (For recommendation)

To increase the amount in the Council's capital programme for 2013 – 2014 and carry out the procurement process to deliver the projects within tight timescales.

Section 2 – Report

Introduction

1. The Local Authority has a statutory responsibility to provide sufficient school places for its area. There is an increasing population and more school places are required. The current pressure is for primary school

place and overtime this will move to the secondary schools. In addition there is growing pressure for special school places.

2. At its meeting on 20 June 2012 Cabinet approved the statutory proposals to expand nine schools on seven sites from September 2013. A building programme is underway to ensure that there is sufficient accommodation for the additional pupils at these schools
3. In November 2012, Cabinet agreed that a second phase of primary schools should be moved to the statutory process for permanent expansion. Since then work has been progressed with schools to identify the schools that will be proposed for expansion. In July 2013, Cabinet agreed the schools that would be moved to the statutory process for permanent expansion. The statutory consultations were opened on 16 September and will end on 18 October 2013.
4. In July 2013, Cabinet also agreed the Special School and SEN Placement Planning Framework and this included creating additional capacity in special schools and additional provision in mainstream schools. A report will be presented to Cabinet in November with proposals for the secondary school place planning strategy.
5. There are significant capital implications to school expansions. To accommodate additional pupils, all schools being considered for permanent expansion require a combination of new buildings, refurbishment or remodelling.
6. This report up-dates Cabinet on the current funding allocations from the Government's Education Funding Agency and the impact on the agreed Capital programme for 2013/14.

Options considered

7. The Council agreed a school place planning strategy that includes permanent and temporary school expansions. The Government makes annual funding allocations to councils for school places, and has also launched two other capital schemes for schools – the Priority Schools Building Programme (PSBP) and Targeted Basic Need Programme (TBNP).
8. To increase the grant funding provided by the Government to Harrow, officers have submitted bids for these programmes. The capital programme funding has been reviewed in the light of successful bids.

Targeted Basic Need Programme and 16-19 Demographic Growth Capital Fund

9. On 1 March 2013, the Government announced the details of the school capital funding allocations for the next two financial years 2013/14 and 2014/15. The announcement included the launch of the Targeted Basic Need Programme and the 16-19 Demographic Growth Capital Fund for additional spend during these same two financial years.
10. Harrow's allocation for Basic Need (£14.69m over the two years 2013/14 and 2014/15) is higher than the previous allocations which reflects the

hard work done to present as fully as possible the needs of Harrow's community for more school places.

11. The Targeted Basic Need Programme is additional funding of nearly £1billion over the next two years announced by the Chancellor in his Autumn Statement and is over and above the Basic Need allocations for new school places.
12. The 16-19 Demographic Growth Capital Fund is funding of £80m to support the cost of additional places needed by young people.
13. The Government set key criteria for applications and set a very tight deadline of 30 April 2013 for applications to be submitted to these funds. Letters were sent on 13 March 2013 to Harrow schools, colleges and to diocesan bodies inviting interest in having applications submitted. This was followed by letters sent on 28 March 2013 to schools that had not responded and that fitted the key criteria for the Targeted Basic Need Programme stating that Harrow would consider them as part of the bid. This was because Harrow wanted to maximise this opportunity for the benefit of the residents of Harrow.
14. Officers held discussions with relevant schools, colleges and diocesan bodies about applications that fit with the school place planning priorities to meet projected increased demand up to 2015. 16 applications were submitted to the Targeted Basic Need Programme covering expansions in primary and special schools, future secondary expansion, and one bid for 16/19 to 25 years provision for learners with learning difficulties and disabilities (LLDD).
15. On 18 July August 2013, the Government announced the outcome of the TBNP bids and 15 of Harrow's TBNP bids and the LLDD bid were successful. A list of the schools that were subject of a successful bid is at Annexe A.
16. The Teachers Centre and Whitefriars Primary School bid includes proposals to increase the primary provision at Whitefriars Primary School and create secondary provision. Since the submission of the bid, the local authority has received an Academy Order for the conversion of Heathland/Whitefriars Federation to an academy.
17. Since the July announcement, the EFA have confirmed the TBNP grant conditions and the level of funding as £34.3m
18. The conditions of the TBNP grant require all funding to be expended by the end of August 2015, and places to be available. Officers are working with all schools that were subject of a successful bid.
19. The Council has a single supplier framework contract in place for the provision of building works and repairs (the Major Works, Maintenance and Repairs framework). This contract was awarded 3 years ago to Keepmoat (formerly Apollo) and ends in April 2014. Use of this framework will provide a quick route to market and enable key projects to commence quickly. However given this framework is nearing the end of its duration and to avoid over-reliance on one contractor, officers

consider that it would be sensible to allocate work to other contractors as well, officers have explored alternative options to provide a route to market.

20. One option would be to establish a new Harrow major projects framework; an alternative would be to issue tenders for specific projects in the schools expansion programme. The difficulty with both these options is timescales as both would take several months to establish and divert officer time from project delivery. Work has therefore been undertaken to assess whether it would be possible to use an alternative existing framework agreement.
21. At the time of writing this report discussions were being held between officers and the Education Funding Agency (EFA) about the possibility of additionally using the EFA framework for the Whitefriars/Teachers' Centre projects. These discussions are on-going and an update will be provided to Members at the Cabinet meeting but given that these projects represent a substantive portion of the costs of the overall programme this would greatly reduce the risks to the Council from putting all the projects with Keepmote.
22. In the event that the EFA framework is not available for use, there are a number of construction frameworks that have been established by Public Buying Organisations (PBOs) and are available for the Council to draw down services from. From an examination of these, the LHC Schools and Community Buildings framework has been identified as being potentially the most suitable for the requirements the Council has for the schools expansion programme and discussions are on-going with representatives from the LHC on using this arrangement. Use of another framework also brings some risk as the supply market is likely to be quickly saturated and contractors will 'pick and choose' which work they wish to bid for. Following further meetings and discussions with Keepmote, EFA and LHC a decision will be made as to the optimum balance of work to be allocated to Keepmote and via the EFA or LHC framework to minimise risk and ensure the programme can be successfully delivered.

Legal Implications

23. The Council has a statutory duty under the Education Act 1996 to ensure the provision of sufficient schools for the provision of primary and secondary education in their area.
24. There is a statutory process for permanently expanding maintained schools. This process includes statutory consultation and the publication of proposals with a formal representation period. The statutory requirements and national guidance will be followed when progressing any proposals of expansion of an individual school.
25. The Local Authority has a statutory entitlement under Sections 15 and 19 of the Education and Inspections Act 2006, to issue statutory proposals in respect of school reorganisation.

Financial Implications

26. Phase 1 of the primary school expansion programme is expected to cost £26.2m over five years. Phase 2 is estimated to cost £25m. A further £12m is estimated for the SEN expansions and £14.5m for Secondary expansion.
27. The 2013/14 capital programme was for one year only and included a total of £11.315m for Children and Families. It was anticipated that DfE funding would account for £5.104m, council funding £1.3m (£0.8m of which is for Children's and Families Services IT upgrades), and the remaining £4.911m was expected to be borrowing funded from Section 106 monies.
28. After the capital programme was agreed, the DfE announced its yearly allocation which provided two years Basic Need funding, and one year capital maintenance funding. The funding for FY13/14 was £9.517m against the assumed amount of £5.104. This effectively reduced the amount of borrowing required from £4.911m to £0.498m.
29. As a result of the successful TBNP bids, Harrow council will receive an additional £34.3m capital funding over two years linked to specific projects to provide new school places. In accordance with the grant conditions, school places must be provided by September 2015 and all of the funding has to have been spent by this date. Full grant conditions are attached at Appendix B.
30. The EFA will give the first instalment of the TBNP funding in September 13 with two further instalments expected in December 2013 and March 2014 totalling £9.583m.
31. It is therefore proposed that Cabinet recommend to Council to adjust the 2013/2014 capital programme to include £9.583m TBNP funding and the 2014/15 and 2015/16 programmes will be agreed as part of the budget setting process.
32. The funding received in this financial year will have to be spent by end of August 2014. It is anticipated that this will be achieved.
33. Current estimates, which are based upon continuation the current level of yearly allocations by DfE, and on initial project cost estimates for the projects in Phase 2 of the expansion programme show that no council funding would be required for the whole of the expansion programme up to and including 2017/18.
34. Even without reliance on any further on DfE funding, based on the project cost estimates, no council funding would be required until 2015/16 with approximately £5m needed to complete the current programme.
35. Further details of the Primary School Expansion Programme Phase 2 capital programme and the secondary place planning strategy will be

reported to Cabinet in November with the outcomes of the statutory consultation in the Autumn Term.

36. The combined total value of the Primary School Expansion Phase 2, the SEN expansion and the Secondary school expansions currently planned is circa £60m. This is based on initial estimates of project cost. Whilst we are only asking for the additional £9.583m to be added to this year's capital programme, we do need to commit at this stage to the procurement of the entire programme which will include future year's capital.
37. Cabinet are requested to agree to delegate the procurement and implementation of contracts to the value of £60m to the Corporate Director of Children and Families in consultation with the Portfolio Holder for Children and Schools and the Portfolio Holder for Property and Major Contracts. This is subject to none of the additional funding being spent prior to the Council approval of the amended budget.

Performance Issues

38. Harrow is a high performing Local Authority and the large majority of local services are judged to be good or better by Ofsted. Schools in Harrow perform well in comparison to national and statistically similar local authorities. The vast majority of primary schools and secondary schools are judged good or outstanding.
39. The Schools White Paper and Education Act 2011 maintain a focus on driving up standards in schools, and place more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring performance and driving improvement has changed significantly and is reduced from its previous level. However, the Local Authority maintains a strategic oversight and enabling role in local education, and is likely to retain some role in monitoring educational achievement and key measures such as exclusions and absence. The Local Authority is also statutorily responsible for supporting and improving underperforming schools.
40. The Local Authority continues to monitor key education indicators. The indicators are used locally to monitor, improve and support education at both school and local authority level; they are also used within information provided to the DfE.
41. The indicators fall within the following areas:
 - Attendance and exclusions - remain a statutory duty for the Local Authority to monitor and improve;
 - Narrowing the Gap - is a fundamental part of Ofsted's school inspection process, and accordingly the Local Authority monitors the attainment of identified groups of pupils in its schools, for example SEN children;
 - Underperforming schools – schools are assessed at Key Stage 2 & Key Stage 4 against defined floor standards.

Environmental Impact

42. Phase 2 of the school expansion programme will have an environmental impact that will need to be considered. It will be essential that this work minimises any growth in carbon emissions.
43. Schools account for 50% of the council's total carbon emissions (62% of emissions under the Carbon Reduction Commitment scheme – [CRC]) and will need to play a full part in meeting the council's target of reducing carbon emissions by 4% per annum, as set out in the council's climate change strategy. This applies to new build as well as existing schools.
44. The Government has issued revised guidance under the CRC scheme which removes all school emissions from local authority responsibilities - from March 2014. The intention is that the DfE will organise a national scheme covering schools' emissions.
45. For those schools that are proposed for expansion, planning applications will be required and part of the application will be a school travel plan. Through this process and the development of the solutions for the schools, the impact of the additional pupils and their travel modes will be addressed.

Risk Management Implications

46. The directorate and corporate risk management implications for the council arising from school place planning are included on the directorate and corporate risk registers.
47. The key risks for this programme are affordability and an over or under estimate of pupil growth.
48. The additional funding secured through the Government's TBNP contributes significantly to the affordability of the capital programme to deliver additional school places. The expenditure of this funding has to comply with the grant conditions, one of which is to expend by September 2015.

Equalities implications

49. Equalities Impact Assessments were undertaken during Phase 1 of the school expansion programme. The conclusion of these assessments is that the implications are positive or neutral in that the school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow.
50. Harrow's schools are successful and inclusive and provide a diversity of provision. The continuing school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow and will build on the successful provision that already exists in Harrow's schools. The Special School and SEN Placements Planning Framework seeks to address the projected increased demand for school places for children with disabilities arising from the growth in the school age population overall.

51. Equality Impact Assessments will be undertaken on all the schools in the final list of schools that will be taken forward for statutory permanent expansion processes.

Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 30 September 2013		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 1 October 2013		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 27 September 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 27 September 2013		

Section 6 - Contact Details and Background Papers

Contact: Simon George, Director of Finance and Assurance, Corporate Finance, simon.george@harrow.gov.uk, 020 8420 9269

Background Papers:
None

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

NOT APPLICABLE

*[Call-in applies, except where the
decision is reserved to Council and
where it has been noted]*

Targeted Basic Need Programme successful applications**Primary school expansions (30 places per year group. 210 total)**

Norbury School
 Belmont School
 Cannon Lane Primary School
 Newton Farm Nursery, Infant and Junior School
 Whitchurch First School and Nursery and Whitchurch Junior School
 St Anselm's Catholic Primary School
 St John Fisher Catholic Primary School

SEN additionally resourced provision units

West Lodge Primary School	ASD	18 places
St Georges Primary Catholic School	ASD/MLD	12 places
Bentley Wood High School	ASD/MLD	24 places

SEN special school expansions

Woodlands School	Early years	23 places
Kingsley High School	11–19 years	34 places
Shaftesbury High School	11–19 years	40 places

Additional secondary school places

Bentley Wood High School	11–16 = 150 places; post-16 = 30 places; 180 total
Whitefriars / Teachers' Centre	5–18 years 1,035 places (210 primary) (750 secondary; 75 post-16)

This page is intentionally left blank



TARGETED BASIC NEED PROGRAMME 2013-15

GRANT FUNDING AGREEMENT FOR LOCAL AUTHORITIES IN RECEIPT OF CAPITAL GRANT

1 AUGUST 2013

Introduction

1. This Funding Agreement sets out the terms and conditions for the payment by the Secretary of State for Education of a grant to the respective Local Authority out of monies voted by Parliament. It should be read in conjunction with the grant approval letter and any annexes.
2. For the purposes of this Funding Agreement:

'Secretary of State' means the Secretary of State for Education;
'the Department' means the Department for Education;
'the EFA' means the Education Funding Agency
'financial year' means the 12 months from 1 April to 31 March;
'grant' means monies made available by the EFA.

Amount and Purpose of Grant

3. The project being funded, including the value of the grant, is described in Annex B to this Funding Agreement. The grant by the Secretary of State will be pursuant to Section 14 of the Education Act 2002 and will accordingly be paid only in respect of approved expenditure incurred by the local authority for the purpose of delivering the project described in the approval letter.
4. Payment of grant shall be subject to the conditions and requirements in this Funding Agreement and to such further conditions and requirements that the Secretary of State may from time to time specify.
5. This is a capital grant and thus must be used exclusively for capital expenditure. Examples of capital expenditure are in Annex A. If there is any doubt about whether expenditure can be funded from this grant, the authority should seek local advice (e.g. from auditors).

General terms and conditions

6. The Local Authority will be required to deliver the agreed project. The Local Authority is responsible for putting in place appropriate information, monitoring and internal reporting systems to secure delivery and which ensure that the funding provided by the EFA is spent on the agreed project and in line with the terms and conditions of grant.

7. The Local Authority must seek prior approval from the Secretary of State before committing to additional costs, not covered by the original approval letter. Such approval may be withheld.
8. The approved funding for the relevant financial year should be fully expended by 31 August following the financial year in which the grant is paid. Any underspend or surplus funds after the completion of the projects should be notified and will be subject to reclaim by EFA. It is not intended to allow surplus funding to be used to extend the scope of projects or to deliver other projects.
9. The EFA and/or its representatives will monitor the progress being made in respect of delivering the project. If progress is deemed unsatisfactory or there is significant alteration to the specification and outputs described in the project bid, following discussion with the Local Authority, the EFA and/or its representatives, reserve the right to suspend or withdraw funding for the project.

Payment of grant (Scheduled Funding)

10. The total amount of grant paid to the Local Authority will not exceed the amount of funding shown in Annex B of this Funding Agreement. The grant is calculated net of VAT.
11. The proposed funding profile is shown at Annex B which is intended to provide funding as the requirement arises rather than in advance of need. Local Authorities should take account of VAT requirements in the phasing of the funding requirement profile.
12. The EFA and/or its representatives will pay the agreed allocation in accordance with the agreed profile. Funding profiles can be kept under review and may be revised following a reasonable request from the LA. The EFA reserves the right to vary the funding profile if it considers appropriate.
13. If the project is dependent on other sources of funding to complete this project, then the LA must take appropriate action to ensure that this third party funding will be received and applied to the project to the agreed schedule. The EFA will not play any role in supporting the LA's ability to secure the third party funds. If the project is not completed due to shortage of third party funding, the whole of the grant paid to date to the LA may be repayable to the EFA.

Procurement and contractual issues

14. The Local Authority shall follow appropriate legal requirements and best practice in regard to all aspect of this project including (but not limited to) the procurement of goods and services in support of delivering the agreed project, processes for managing the project, governance and internal control systems, managing conflicts of interest and record keeping.
15. The Local Authority is responsible for entering into contracts and agreeing specifications of works that are appropriate to secure the outputs set out in the original project proposal and ensuring that the works undertaken are delivered to quality standards and will have a lasting benefit to the school and community. The EFA will not provide additional funding to rectify substandard work relating to the project.

Accountability

16. The Local Authority shall ensure that any grant from the Secretary of State is used only in accordance with the terms of this Funding Agreement and on the project described in the associated approval letter. If the Local Authority does not comply with any of the conditions and requirements referred to in this Funding Agreement, or the project does not accord with the original specification or has not been completed, then the Secretary of State retains the right to stop future funding and by notice in writing require the Local Authority to repay all or any part of grant paid to it under this Funding Agreement.
17. The Section 151 Officer of the Local Authority will be required to complete an "End of Financial Year Outturn Certificate", at the end of the financial year. This will confirm that the funds have been applied for the purposes provided, and spent in accordance with the terms and conditions of grant. The EFA will send the "End of Financial Year Outturn Certificate" in the September following the end of the financial year in which the grant is paid with instructions for signature and return.

Audit arrangements

18. The books and other documents and records held by the Local Authority relating to the expenditure of this capital grant shall be open to inspection by the Secretary of State, his representatives and by the Comptroller and Auditor General (National Audit Office) as necessary.

Disposal of assets and change of use

19. The Local Authority shall consult the Secretary of State if it proposes to dispose of, or change the use of, an asset which has been financed wholly or developed with grant from the Secretary of State or which has been substantially improved by the use of such funds.

Changes to the EFA's requirements

20. The EFA will notify you of any changes to the EFA's activities which are supported by the grant. You will try to accommodate any changes to the needs and requirements of the EFA under this Grant Agreement.

Amendment or variation or termination of the grant

21. No amendment or variation to this Grant Agreement shall be effective unless it is in writing, agreed and signed by those authorised to do so on behalf of each of the parties.
22. In the event of any material breach of the Grant Agreement by either party, the other party may serve a notice on the party in breach requiring remedial action to be taken within a specified period, to allow a remedial plan to be agreed in writing by both parties. If the breach has not been remedied as per the remedial plan, this Grant Agreement will be terminated with immediate effect on receipt of notice in writing.
23. In the event of a change of Government or in policy direction, this Grant Agreement may be terminated by the EFA with immediate effect by notice in

writing (such notice period as will be reasonable in all the circumstances), in accordance with the above.

Transfer of Responsibility on Expiry or Termination of the Grant

24. You should provide the EFA with whatever support it needs (e.g. delivery of relevant documents and data) to ensure a smooth transfer of responsibility prior to early termination or transfer of the grant funded activities.
25. A plan detailing arrangements for the transfer of any work in progress should be delivered six months prior to expiry, or within one month of the service of notice of termination.

Consequences of termination and support for transfer of responsibility

26. Nothing in this Grant Agreement shall affect any provision of this Grant which is expressly or by implication intended to apply or continue to apply upon termination of this Grant Agreement, for any reason.
27. If the EFA terminates this Grant Agreement, in accordance with the above clause, it will pay reasonable costs incurred in respect of the services performed prior to the date of termination. Reasonable costs will be identified and agreed by the two parties as soon as possible. You should efficiently assess, and seek to mitigate these costs.
28. The EFA will not be liable to pay any of your costs or those of any subcontractor related to any transfer or termination of the employment of any employees engaged in the provision of the funded activities prior to the date of termination. Upon receiving notice of termination, you will review the agreed exit plan with the EFA.

Liability

29. The EFA makes no commitment to renewing or continuing funding after the term of this Grant Agreement. You must not assume that funding will continue beyond the period stated in the Grant Offer Letter(s) or that the EFA will be liable for any additional cost, such as to cover the costs of redundancies, pension etc. at the conclusion of this Grant Agreement.

Interpretation

30. Questions arising on the interpretation of the arrangements in this Funding Agreement shall be resolved by the Secretary of State or his representatives after consultation with the Local Authority.

Annex A – Capital Grants

Capital grants can only be used to fund capital costs.

Typical capital costs are building construction and improvements and associated fees such as architects and project managers, purchase of assets which will last a number of years such as ICT or bulk furniture.

Typical revenue costs (which capital grant can not fund) will include insurance, teaching supplies, recruitment costs, small equipment such as replacement learner desks, ICT supplies and building maintenance.

Advice should be sought from local auditors when there is a doubt about whether a cost can be charged to capital or revenue.

This page is intentionally left blank

REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	2013-2014 Property Disposal Programme
Key Decision:	Yes
Responsible Officer:	Caroline Bruce, Corporate Director of Environment and Enterprise
Portfolio Holder:	Councillor Stephen Wright, Portfolio Holder for Property and Major Contracts
Exempt:	No except for Appendix 1 which is exempt from publication under paragraph 3 of part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any person (including the authority holding that information)
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 Exempt information Appendix 2 Location Plans

Section 1 – Summary and Recommendations

This report sets out proposals for the disposal of properties as detailed below

Recommendations:

Cabinet is requested to

- 1) Declare surplus the properties detailed in this report;

- 2) Note the financial implications and projected sale prices detailed in Appendix 1;
- 3) Authorise the Corporate Director of Environment and Enterprise, in consultation with the Portfolio Holder and/or Leader of the Council, to take all action necessary to dispose of the Council's interest in the land and properties detailed for the best consideration that can reasonably be obtained.

Reason: (For recommendation)

The disposals will generate a significant capital receipt for the Council, generate a revenue saving and reduce backlog maintenance, thereby fulfilling part of the MTFs Work Stream.

Section 2 – Report

The properties detailed below form part of the Environment and Enterprise Property Review.

The Property Review has identified properties 1 – 12 below as surplus to the Council's requirements and their disposal will deliver a significant capital receipt, reduce backlog maintenance and produce revenue savings. Additionally property No 8, Rayners Lane Library, provides a significant opportunity for re-provision of the Service upon beneficial terms within a refurbished adjacent property.

1) 109 Locket Road Harrow HA3 7NY

This is an ex School caretaker house for Belmont School to be vacated shortly by the retired caretaker. The property is no longer required by the school and comprises a 1930s 3-bed semi-detached house in need of modernisation.

The property is located within a residential street and not situated within the school grounds.

2) The Lodge West Harrow Cemetery Clamp Hill Stanmore HA7 3JS

This is an ex Parks caretaker house adjacent to the West Harrow Cemetery vacant since March 2013 and no longer required. The property is an attractive three-bedroom link-detached property in need of modernisation.

3) 51 The Gardens West Harrow HA1 4HE

This is an ex School caretaker house for Vaughan School shortly to be vacated by a retiring caretaker. The house comprises a 1930s 3-bed semi-detached house in need of modernisation.

The property is located within a residential street and not situated within the school grounds and the headteacher has confirmed that the school has no further use for the property.

Options Considered

Option 1- Retain the houses for council use and transfer from General Fund to HRA. The cost of conversion to HRA Decent Homes Standard would not be economic in relation to market value and the General Fund would receive a substantially higher capital receipt by selling in the open market. The ownership of individual housing units is not a preferred option by registered providers.

Option 2 - Retain the houses, refurbish and relet in the open market to generate revenue.

Legal advise that a Local Authority is unable to grant non-secure short-term leases of residential property (other than introductory tenancies): any tenancy of a dwellinghouse would fall under the Housing Act 1985 and create a secure tenancy. Unlike residential properties let on an assured shorthold tenancy which do not materially affect the capital value of the property, the inability to achieve vacant possession of a property with a secure tenant has the effect of reducing its capital value by up to a third. Economically, it would therefore make no financial sense in granting residential tenancies of these properties.

Option 3 - Sell the houses in the open market. There is a good market for houses of this type as demonstrated by recent sales by the council. A substantial capital receipt would be obtained with a reduction in backlog maintenance.

Recommendation

Option 3 is recommended as this will deliver a substantial capital receipt and reduce backlog maintenance and contribute to the council's MTFS.

4) Public Lavatories Whitchurch Lane Edgware HA8 6LP

Single-storey detached public conveniences built in the 1950s on a site of approximately 0.0255ha (0.06 acres) adjacent to a modern block of flats and non-operational for several years.

Options Considered

Option 1 - Retain the building. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment.

Option 2 – Sell the Council’s freehold interest. This would realise a capital receipt and revenue savings as well as reducing backlog maintenance. Subject to planning, the property would be suitable for residential redevelopment.

Recommendation

Option 2 is recommended as the property is surplus to the Council’s requirements and will generate a capital receipt and revenue savings and contribute to the MTFS.

5) 76 Marlborough Hill Harrow HA1 1TY

A large detached three-storey former house constructed circa 1910, vacant from 1 June 2013 having formerly been in institutional use as a mental health resource centre for the care of people with mental health problems.

July 2012 Cabinet authorised closure of the service in a review on Harrow’s mental health day service.

The site has an area of approximately 0.08 ha (0.2 acres).

Options Considered

Option 1 - Retain the building. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment.

Option 2 – Sell the Council’s freehold interest. This would realise a capital receipt and revenue savings as well as reducing backlog maintenance. The property would be suitable for institutional use or, subject to planning, a residential conversion to flats.

Recommendation

Option 2 is recommended as the property is surplus to the Council’s requirements and will generate a capital receipt and revenue savings and contribute to the MTFS.

6) Bentley Day Care Centre 94 Uxbridge Road Harrow HA3 6DH

A single-storey building constructed in 1979 having a gross floor area of approximately 744m² / 8,000 ft² with D1 planning use and in use as a day centre for people with physical disabilities. The site has an area of approximately 0.73 ha (1.8 acres).

July 2013 Cabinet authorised the rationalisation of Adult Day Services and the closure of the Bentley Day Care Centre with the property either retained for an alternative Council use or for disposal.

Options Considered

Option 1 - Retain the building. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment

Option 2 - Sell the Council's freehold interest. This would realise a capital receipt and revenue savings as well as reducing backlog maintenance. The property would be suitable for institutional use or subject to planning low density residential redevelopment given its current green belt designation.

Recommendation

Option 2 is recommended as this will deliver a substantial capital receipt and reduce backlog maintenance and contribute to the council's MTFS.

7) Wood Farm Cottage Wood Lane Stanmore HA7 4LJ

This is a four-bedroom detached house constructed around the turn of the last century adjacent to Wood Farm and Stanmore Country Park. The property is currently let to the developer of Wood Farm until the Country Park is completed in December 2013. At that time, the property is considered surplus to requirements.

Options Considered

Option 1 - Retain the house for Council use and transfer from General Fund to HRA. The cost of conversion to HRA use would not be economic in relation to market value and the General Fund would receive a substantially higher capital receipt by selling at auction. The ownership of individual housing units is not a preferred option by registered providers.

Option 2 - Sell the house in the open market. There is a good market for houses of this nature as demonstrated by recent sales by the council. A substantial capital receipt would be obtained at auction with a reduction in backlog maintenance.

Recommendation

Option 2 is recommended as this will deliver a substantial capital receipt and reduce backlog maintenance and contribute to the council's MTFS.

8) Rayners Lane Library 226 Imperial Drive Harrow HA2 7HJ

Forms part of a parade of four-storey properties along Imperial Way in mixed use: retail and office on the ground and basement floors with commercial and residential use on the upper floors.

The property has a gross floor area of approximately 788m² / 8,500 ft².

Options Considered

Option 1- Retain the building and the Library Service. The property is not ideally laid out for a library being over four floors and with limited DDA compliance.

Option 2 - Relocate the library service and retain the property. There is no suitable alternative property available for the Library Service in Rayners Lane. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment.

Option 3 - Sell the Property to the adjacent freeholder with re-provision of the Library Service on the ground floor of its building. This would provide better operational accommodation rent-free and realise a larger capital receipt to the Council in view of the special purchaser status of the adjacent owner and the combined marriage value potential of the two properties. The level of capital receipt is dependent upon the scope of development permitted through a planning consent.

The Library Service has been consulted on the proposal and are broadly in favour; however, this is at an early stage and the Council await further details and plans from the developer. At this stage the Council have not received an offer nor are they committed and have merely expressed an interest in principle so as to encourage the developer to incur professional costs in providing more detailed plans and costings.

It is understood that the terms of the libraries contract does not preclude the ability for the Council to determine any lease for redevelopment purposes.

Recommendation

Option 3 is recommended whereby the property is sold to the owner of the adjacent property subject to re-provision of the Library Service on the ground floor of Talbot House on a 125-year lease at a peppercorn rent and additionally a cash receipt reflecting the residential development potential and marriage value of the combined two buildings' freehold interests.

9) 231a Station Road Harrow

The property is a first and second floor maisonette above a walkway to Greenhill Way car park from Station Road and forms part of a parade of shops on ground floor with residential flats on the two upper floors.

The property, built circa 1910, comprises two-bedroom accommodation which was substantially fire damaged and has remained vacant since then. As a result, it has no services or fixtures internally, is boarded up and will require a complete overhaul including structural work to at least the floors and staircase.

Options Considered

Option 1 - Retain the flat for council use and transfer from General Fund to HRA. The cost of conversion to HRA Decent Homes Standard would not be economic in relation to market value and the General Fund would receive a substantially higher capital receipt by selling in the open market. The ownership of individual housing units is not a preferred option by registered providers.

Option 2 - Sell the houses in the open market. There is a good market for flats of this nature particularly from local builders. A substantial capital receipt would be obtained with a reduction in backlog maintenance.

Recommendation

Option 2 is recommended whilst retaining the current access at ground level as this will deliver a substantial capital receipt, reduce backlog maintenance and contribute to the council's MTFS

10) Site off Elm Park to the rear of 52-58 Church Road Stanmore

The broadly rectangular site has an area of approximately 0.066 ha (0.165 acres) and has previously had a temporary planning consent as a car park when the site was used for the temporary displacement of a Council tenant from Stanmore MSCP at the time of its demolition.

The site is backland accessed across a vehicular access way privately owned off Elm Park. The site has remained vacant since its temporary use in 2007.

Options Considered

Option 1 - Retain the site. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment or as a site for the development of a Council operational property.

Option 2 – Sell the Council's freehold interest. This would realise a capital receipt and revenue savings, as well as reducing backlog maintenance. The site would be suitable for a small residential or office

development or as a private commercial car park subject to planning consent.

Recommendation

Option 2 is recommended as the property is surplus to the Council's requirements and will generate a capital receipt, revenue savings and contribute to the MTFS.

11) Former Park Keeper's House, Canons Park Donnefield Avenue, Stanmore

The property is a detached three-bedroom house built in the 1970s.

The property has been adapted and is currently let to the Metropolitan Police as a Police Neighbourhood Unit. They have served notice to terminate their lease in November 2013.

Options Considered

Option 1 - Retain the houses for council use and transfer from General Fund to HRA. The cost of conversion to HRA Decent Homes Standard would not be economic in relation to market value and the General Fund would receive a substantially higher capital receipt by selling in the open market. The ownership of individual housing units is not a preferred option by registered providers.

Option 2 - Sell the houses in the open market. There is a good market for houses of this nature as demonstrated by recent sales by the council. A substantial capital receipt would be obtained with a reduction in backlog maintenance.

Recommendation

Option 2 is recommended as this will deliver a substantial capital receipt and reduce backlog maintenance and contribute to the council's MTFS.

12) Public Lavatories Greenhill Way

Single storey detached Public Convenience built in 1984 having a gross internal are of approximately 720 ft² on a site of approximately 0.11 acres.

Immediately adjacent (to the west) of the site and unaffected by the proposal to dispose are improvements being carried out by the Town Centre Regeneration Project involving the provision of additional car parking bays.

Options Considered

Option 1 - Retain the building. There is no identified alternative Council use for this property. This property is not considered suitable for retention as an investment.

Option 2 – Sell the Council’s freehold interest. This would realise a capital receipt and revenue savings as well as reducing backlog maintenance. Subject to planning, the property would be suitable for commercial and/or residential redevelopment.

Recommendation

Option 2 is recommended as the property is surplus to the Council’s requirements and will generate a capital receipt and revenue savings and contribute to the MTFS.

Legal Implications

The Council has the general power under section 123(1) of the Local Government Act 1972 to dispose of land and property in any manner it wishes. The Secretary of State’s consent is not required provided the disposal is for the best consideration that can reasonably be obtained.

The residential properties referred to in this report are not held by the Council for the purposes of Part 2 of the Housing Act 1985.

Financial Implications

There are assumed capital receipts of £12M for 2013/14 and £10M for 2014/15 from the disposal programme as part of the capital MTFS, to finance expenditure in the Council’s capital programme. The proposed disposal of the properties detailed in this report will generate significant capital receipts to the Council in 2013/14 and 2014/15. Up to 4% of the capital receipts can be used to fund direct disposal costs.

It should be noted that some properties listed in this report are currently income-generating; the disposal of these could lead to revenue budget pressure for specific service areas. The pressure will need to be reviewed and addressed on a case-by-case basis and it is anticipated that this will be met corporately. On the other hand, ongoing revenue savings will be expected on premises-related expenditure as a result of the reduction in backlog maintenance liability. Appendix 1 (exempt from publication) provides details of the estimated capital receipts as well as revenue implications relating to the loss of income for relevant properties.

Performance Issues

The proposed disposals contribute to meeting the capital receipt target for MTFS.

Environmental Impact

A number of the properties are currently vacant or will become so. The disposals will result in these properties being brought back into beneficial use or redeveloped. This will remove or prevent potential sources of anti-social behaviour. The proposals do not conflict with relevant environmental legislation and no environmental impact assessments are considered necessary.

The developments resulting from the sale of some of these properties offer the opportunity to build to modern standards with good insulation, renewable energy technologies and efficient heating, heating controls and lighting. This would result in lower carbon emissions and reduced running costs.

Similarly, the developments would seek to install water efficient equipment wherever possible to minimise demand for potable water. This would reduce running costs and help minimise demand for water in an area of the country that is classified as water-stressed by the Environment Agency.

Risk Management Implications

It is a risk that the disposals do not occur within the proposed fiscal time scales.

The anticipated capital receipts may not be achievable if there is a further economic downturn.

The opportunity with respect to the Rayners Lane Library is dependent upon the adjacent owner carrying out his refurbishment proposals to Talbot House and the Council reaching a mutually beneficial negotiated settlement with the developer.

Risk included on Directorate risk register? **No**

Separate risk register in place? **Yes**

Risks are monitored under the monthly Property Review Project

Equalities implications

No equality impact assessment was carried out as the proposal is consistent with Corporate Estate's existing Disposal of Property Policy which has been subject to an equalities impact assessment and which identified no adverse equality impact issues.

Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 7 October 2013		
Name: Ian Goldsmith	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 October 2013		

Section 4 – Performance Officer Clearance

Name: David Harrington	<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: 7 August 2013		

Section 6 - Contact Details and Background Papers

Contact:

Andrew Connell
Senior Professional Estate Development
Tel 0208 424 1259 (Internal Ext: 2259)
Andrew.connell@harrow.gov.uk

Background Papers: None

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

NOT APPLICABLE

[Call-in applies]

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
 London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
 Station Road
 Harrow HA1 2XA
 Telephone: 020 8424 1251

TITLE
 Caretaker House
 109 Locket Road
 Harrow Weald
 Middx
 HA3 7NY

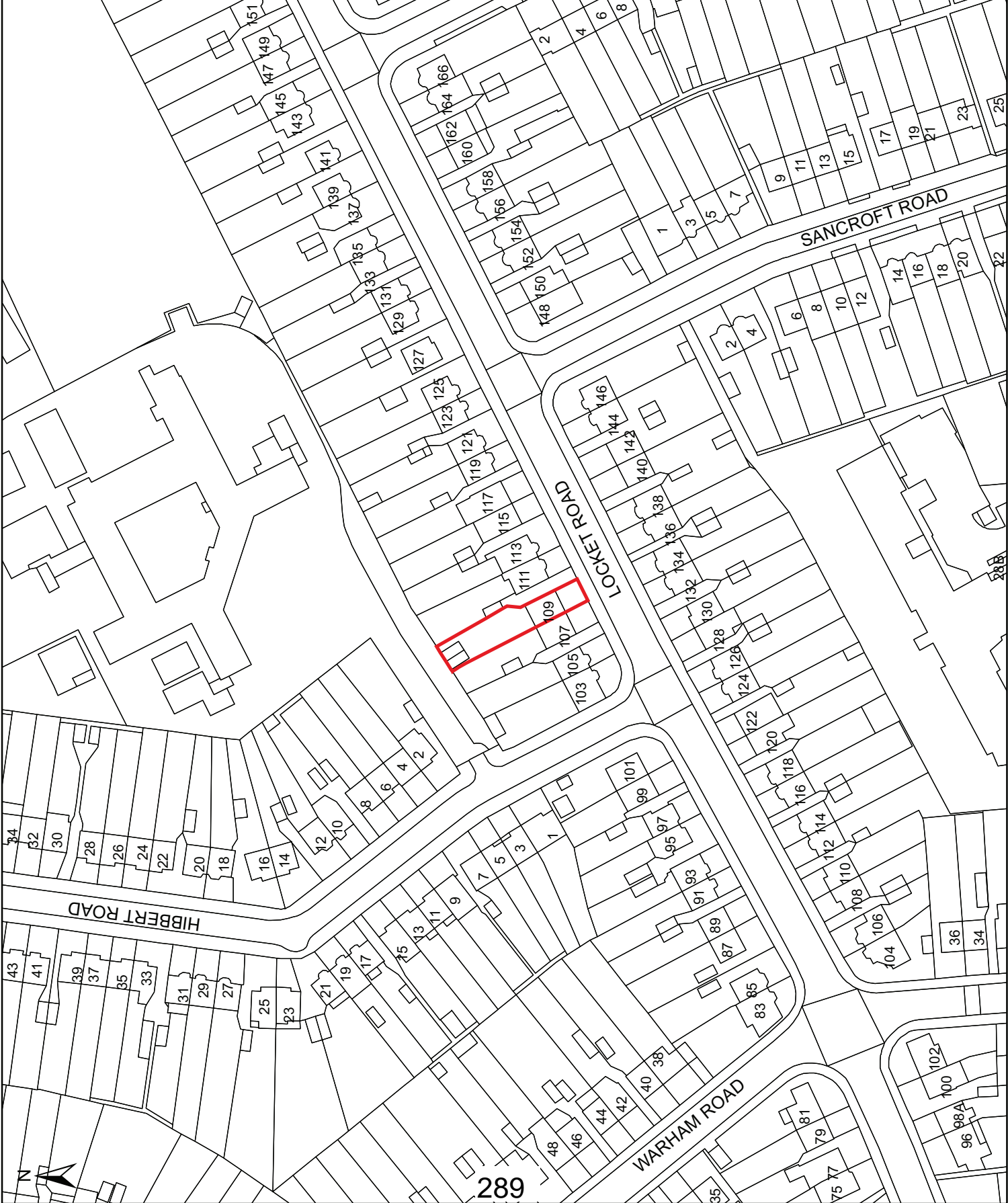
Drawn
 MV

Scale
 1:1,250

File No.

Date
 01/08/2013

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Copyright and may lead to prosecutions or civil proceedings. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA.100019206. 2010.



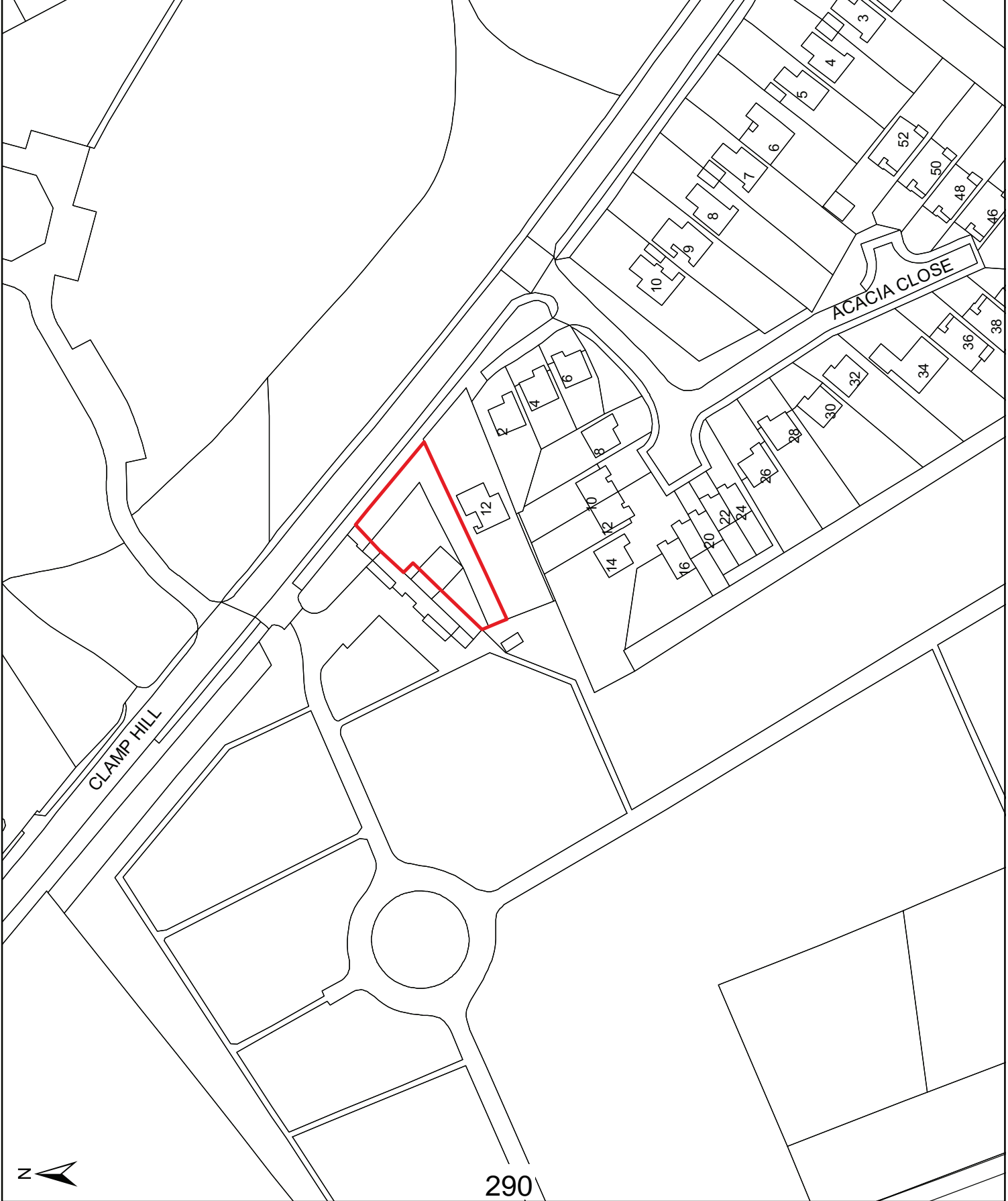
PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
Caretaker House
Clamp Hill
Harrow Weald Cemetery

File No.
Drawn
MV

Date
18/09/2013
Scale
1:1,250

Issue
ES No.



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Copyright and may lead to prosecutions or civil proceedings. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA.1000192006. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
Caretaker House
51 The Gardens
Harrow
HA1 4HE

Drawn
MV

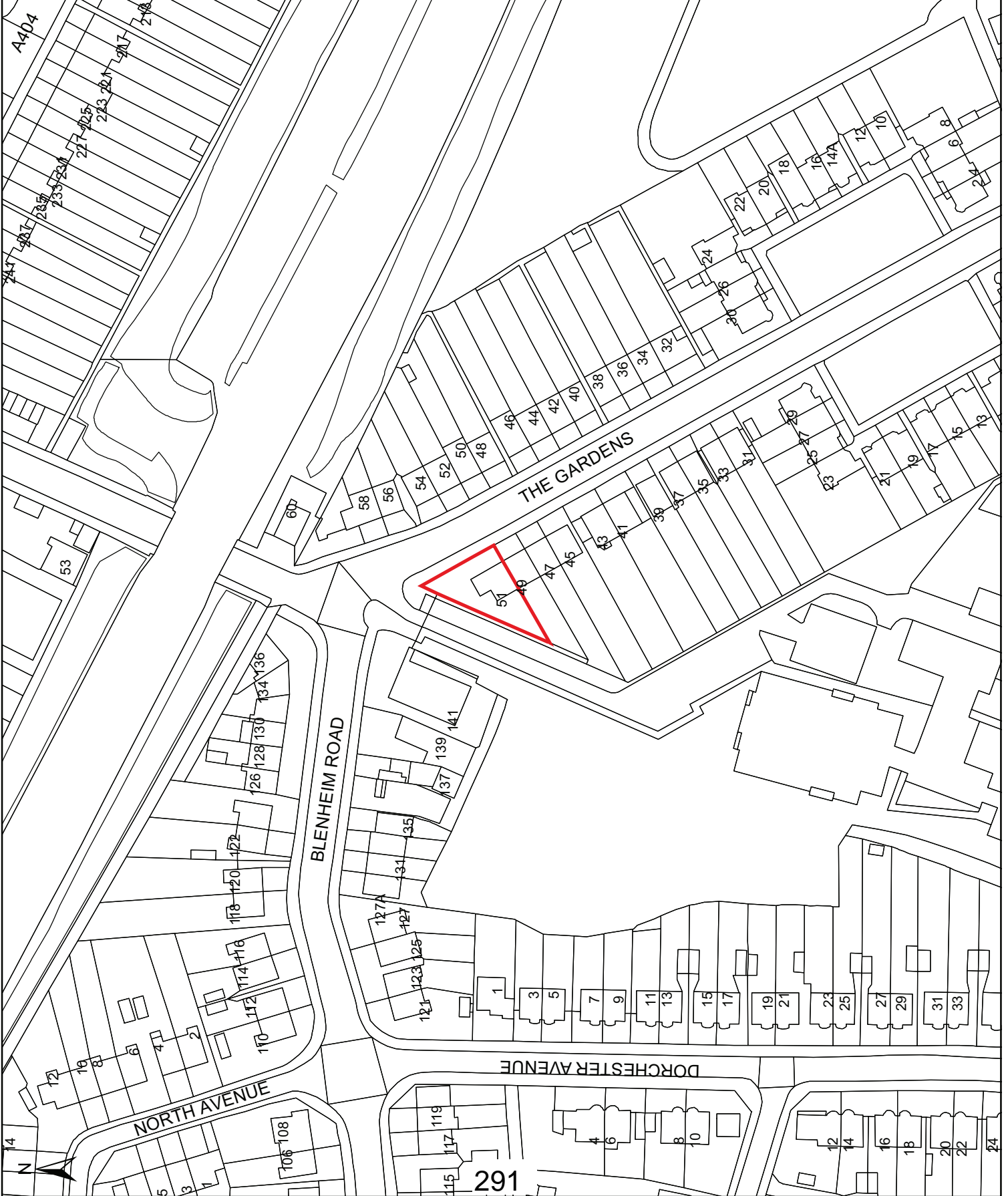
File No.

Scale
1:1,250

Date
16/09/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
 London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
 Station Road
 Harrow HA1 2XA
 Telephone: 020 8424 1251

TITLE
Public Convenience
Whitchurch Lane
Edgware

Drawn
 MV

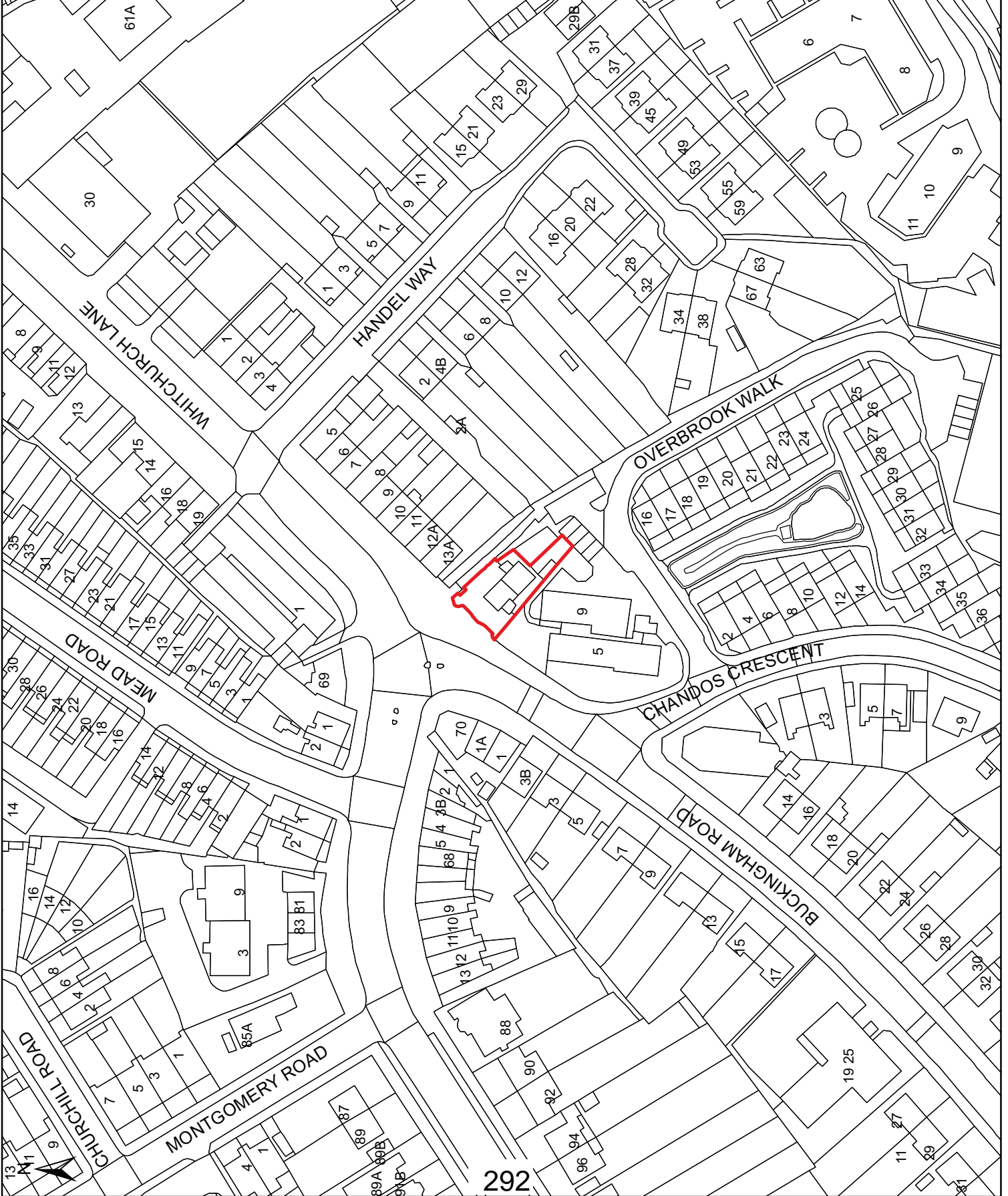
File No.

Scale
 1:1,250

Date
 01/08/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
London Borough of Harrow
LA.1000192006. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
76 Marlborough Hill
Harrow
HA1 1TY

Drawn
MV

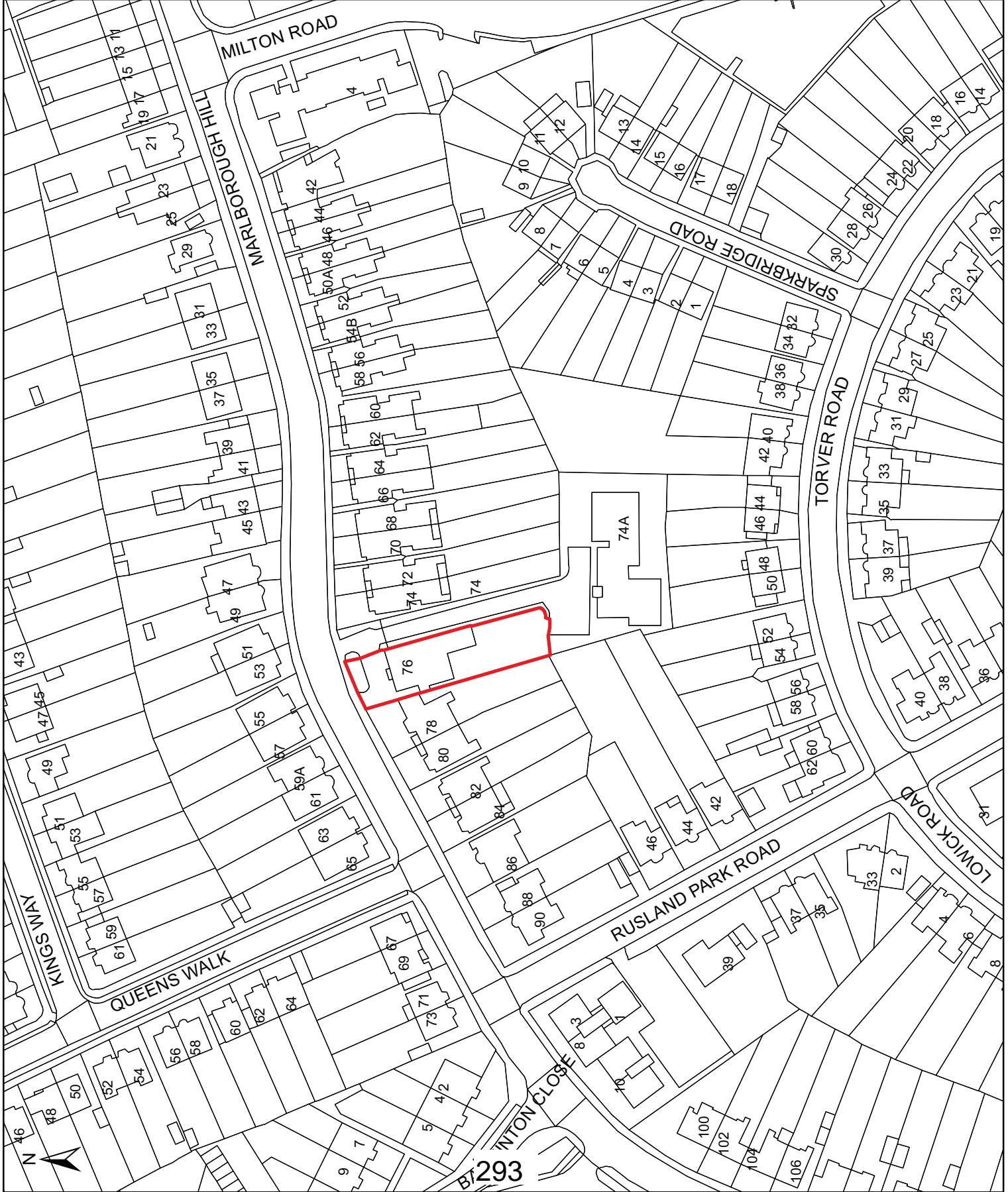
File No.

Scale
1:1,250

Date
01/08/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
Bentley Day Care Centre
Harrow
HA3 6DH

File No.

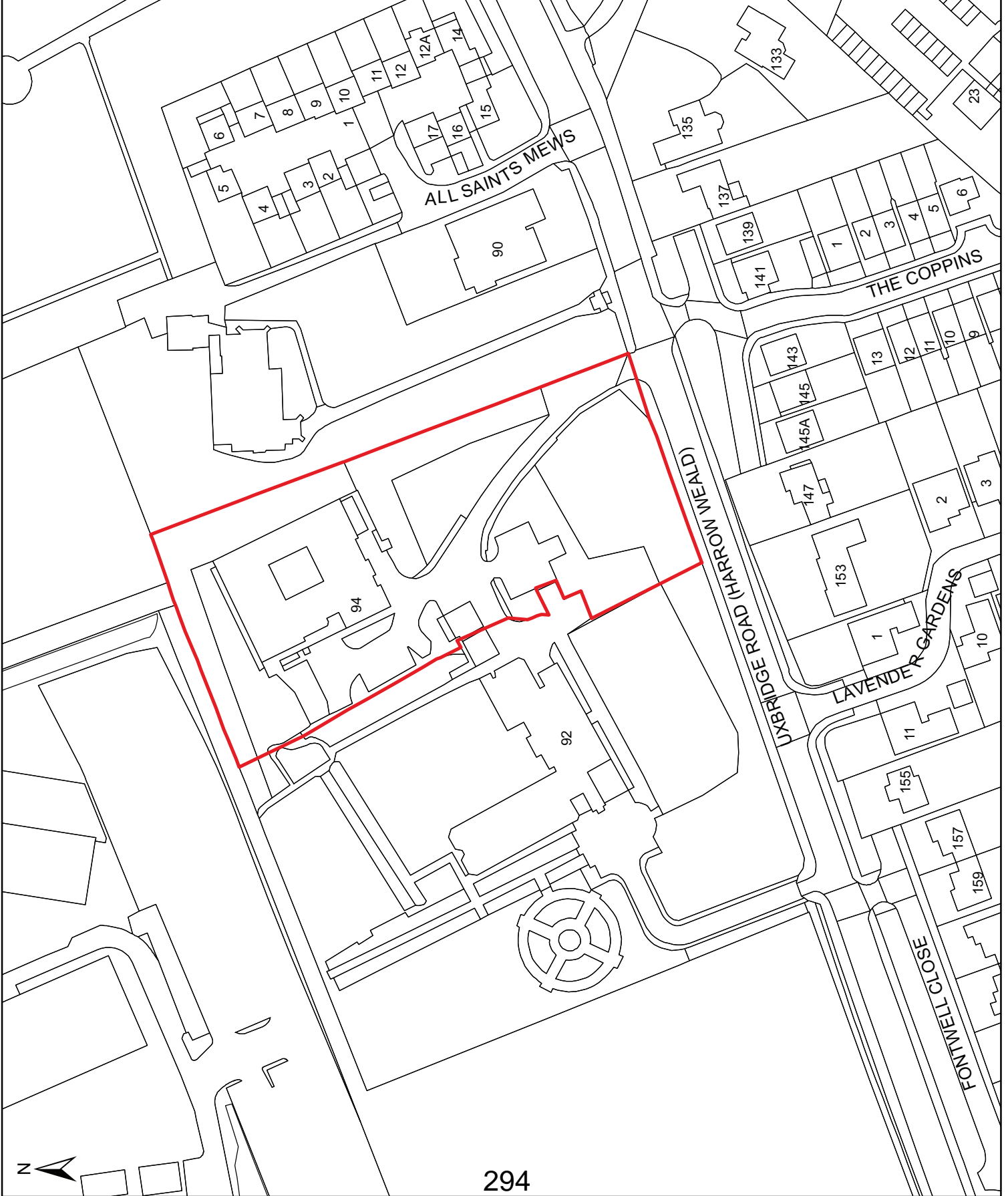
Date
01/08/2013

Issue

Drawn
MV

Scale
1:1,250

ES No.



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
Wood Farm Cottage
Wood Lane
Stanmore
HA7 4LJ

Drawn
MV

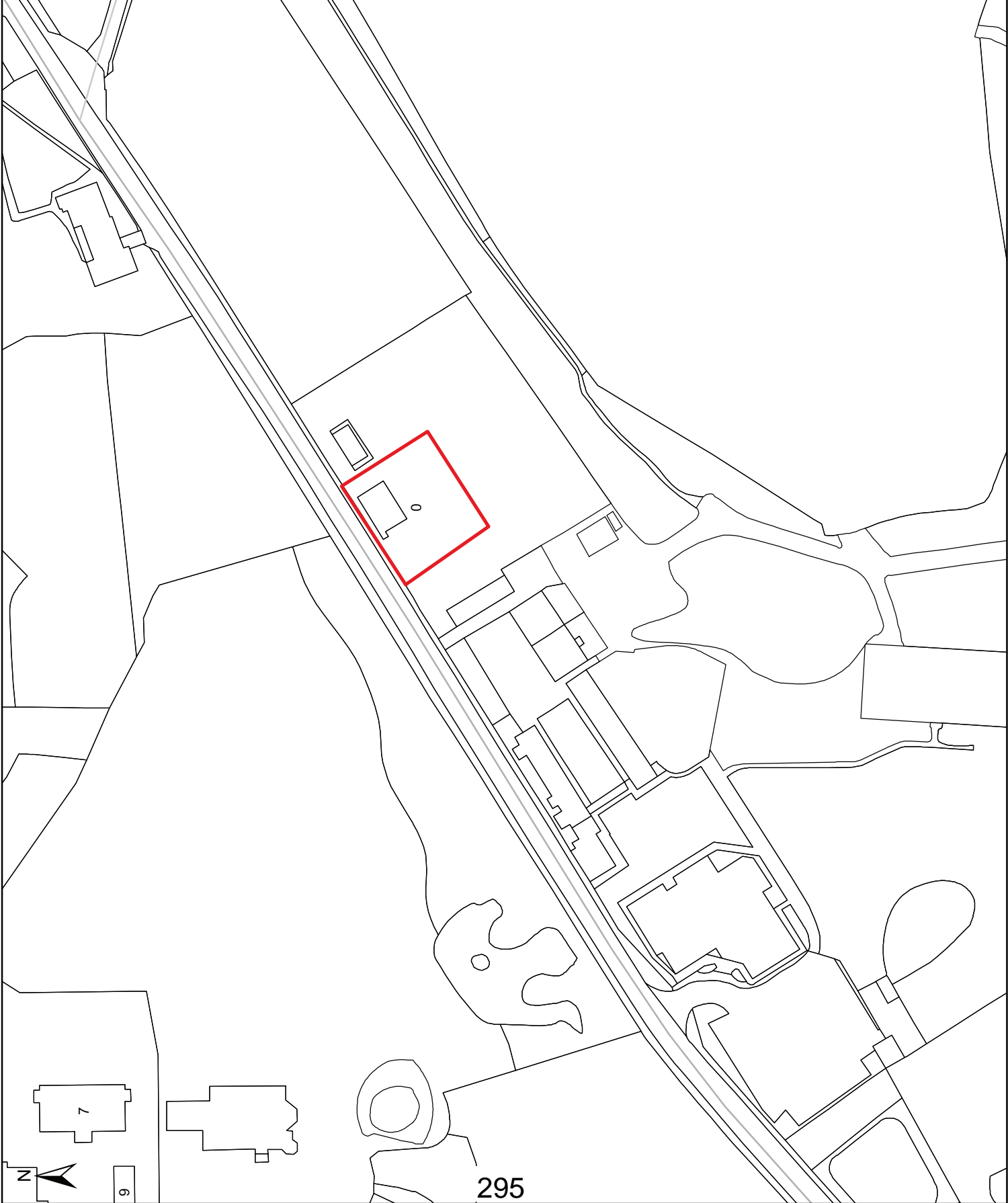
File No.

Scale
1:1,250

Date
01/08/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
 London Borough of Harrow LA.1000192006. 2010.



PO Box 39, Civic Centre
 Station Road
 Harrow HA1 2XA
 Telephone: 020 8424 1251

TITLE
 Rayners Lane Library
 Imperial Way
 Rayners Lane
 HA2 7HJ

Drawn
 MV

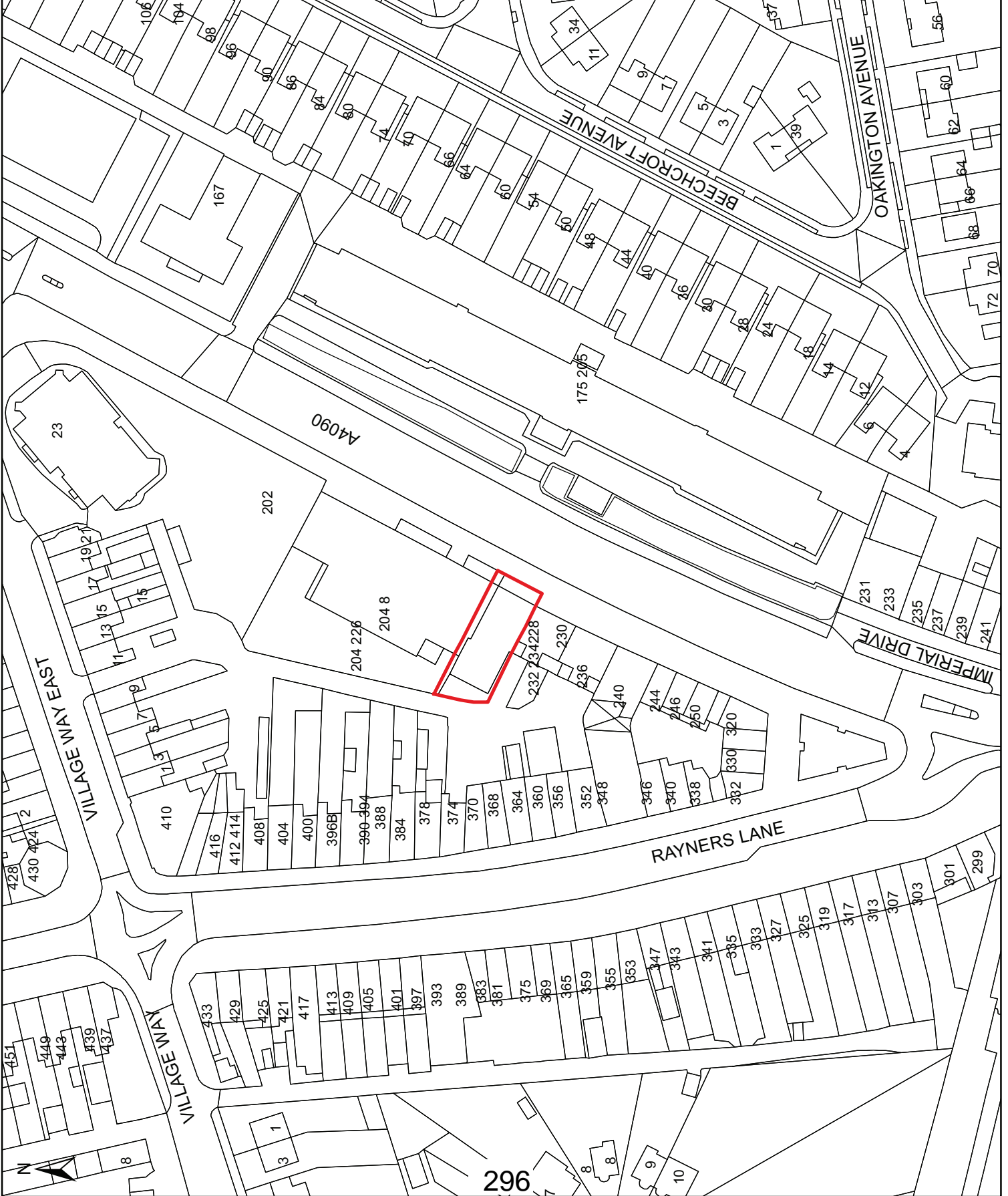
File No.

Scale
 1:1,250

Date
 01/08/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
 London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
 Station Road
 Harrow HA1 2XA
 Telephone: 020 8424 1251

TITLE
231a Station Road
Harrow
HA1

Drawn
 MV

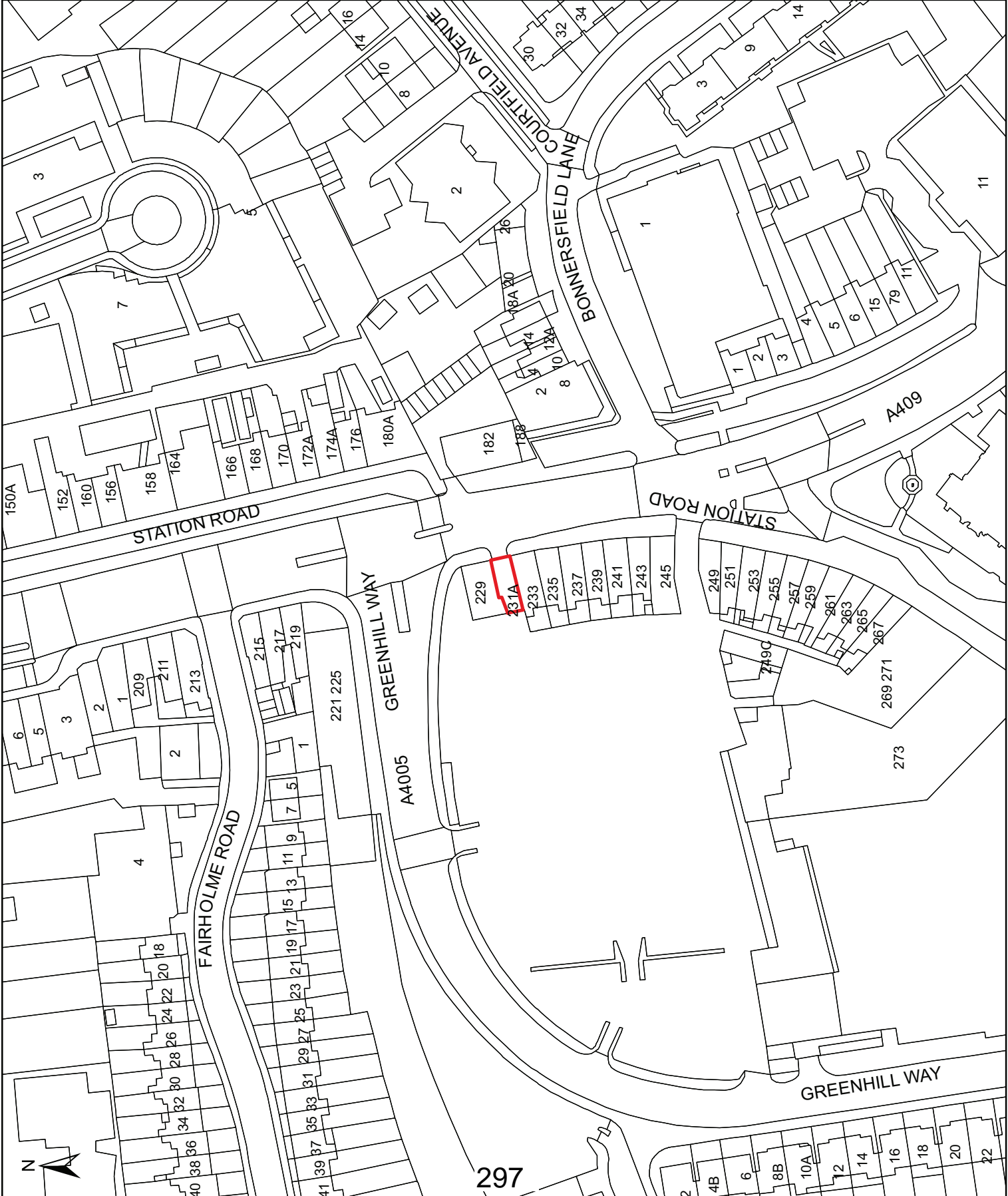
File No.

Scale
 1:1,250

Date
 18/09/2012

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
 London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
 Station Road
 Harrow HA1 2XA
 Telephone: 020 8424 1251

TITLE
 Elm Park Car Park
 Stanmore

Drawn
 MV

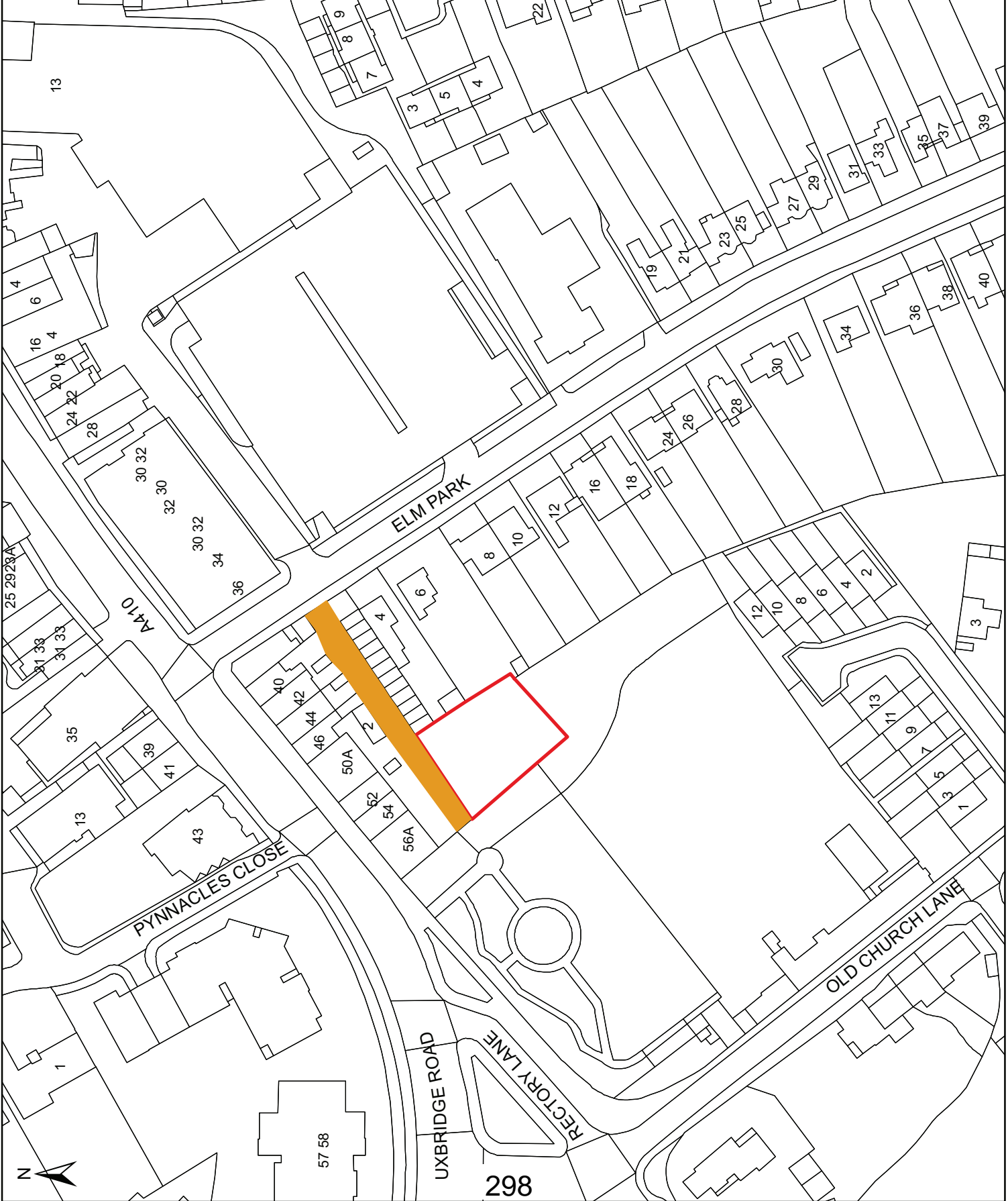
Scale
 1:1,250

File No.

Date
 06/09/2013

ES No.

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
1 The Lodge
Donnefield Avenue
Edgware
HA8 6RH

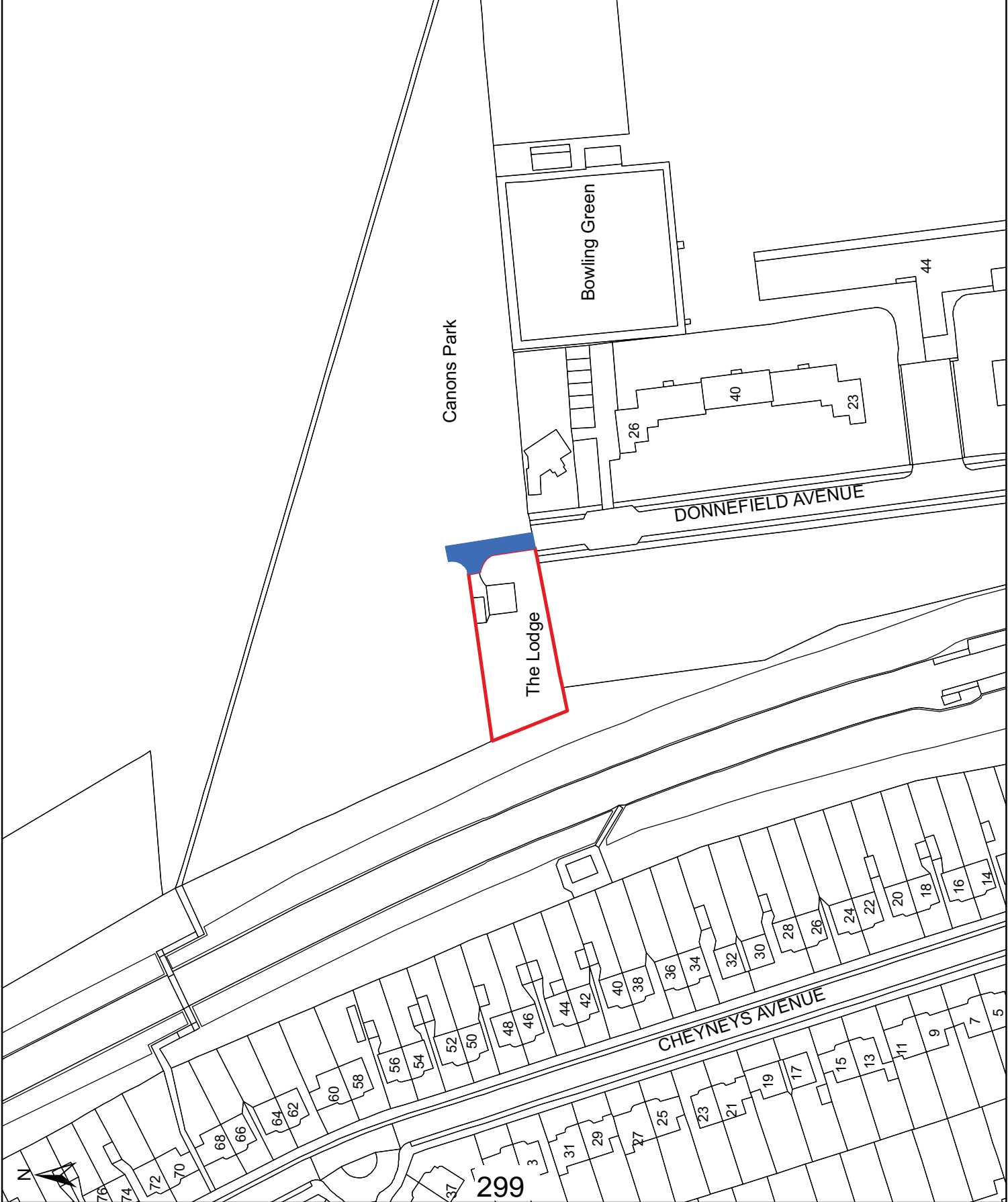
Drawn
MV

Scale
1:1,250

File No.

Date
13/09/2013

Issue



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings.
London Borough of Harrow LA.100019206. 2010.



PO Box 39, Civic Centre
Station Road
Harrow HA1 2XA
Telephone: 020 8424 1251

TITLE
Public Conveniences at
Greenhill Way
Harrow
HA1

Drawn
MV

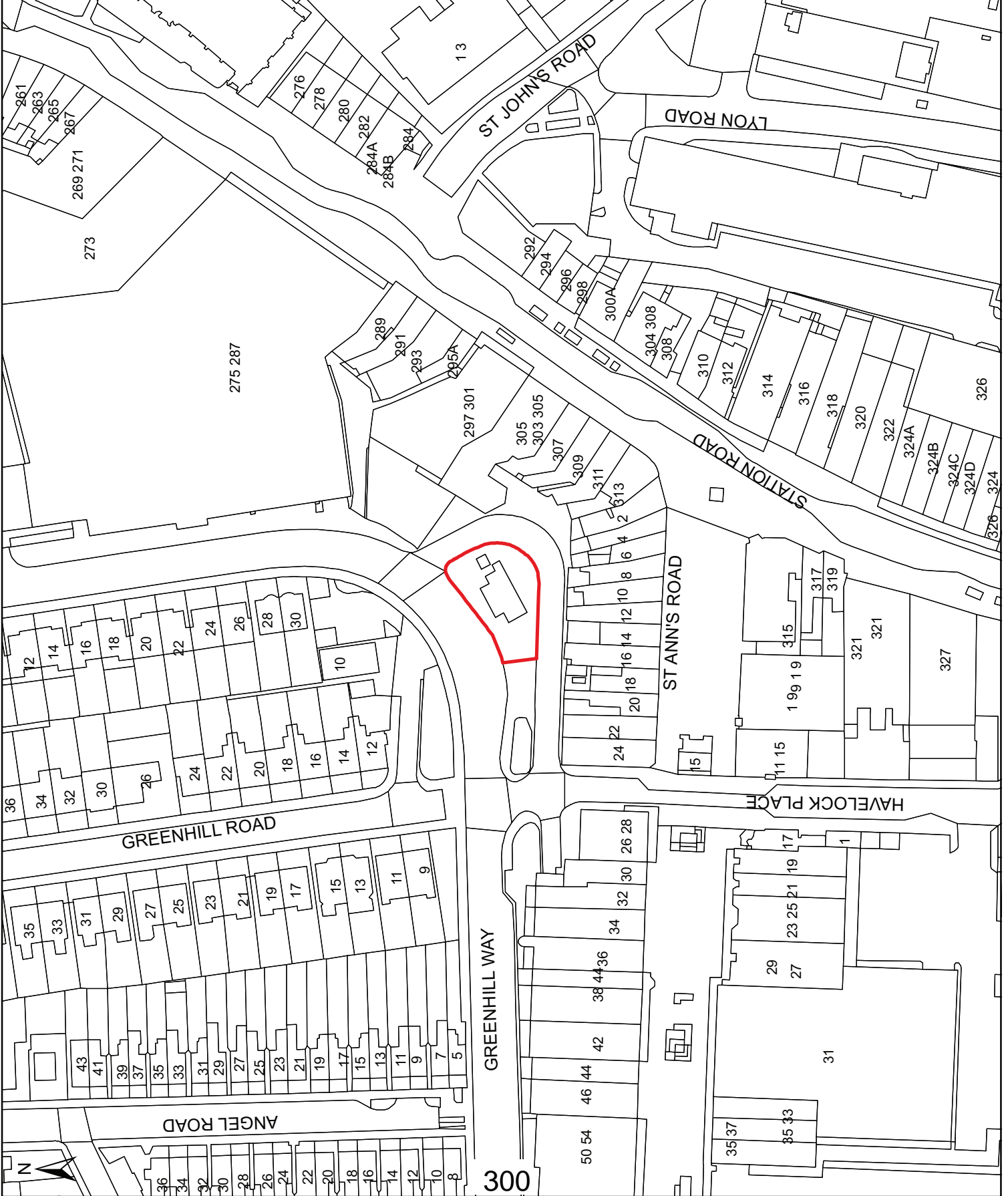
File No.

Scale
1:1,250

Date
13/09/2013

ES No.

Issue



REPORT FOR: CABINET

Date of Meeting:	17 October 2013
Subject:	Planning Obligations Supplementary Planning Document
Key Decision:	Yes
Responsible Officer:	Caroline Bruce, Corporate Director of Environment and Enterprise
Portfolio Holder:	Councillor Stephen Greek, Portfolio Holder for Planning, Development and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A – Schedule of Consultation Responses to the draft Planning Obligations Supplementary Planning Document Appendix B - The Planning Obligations Supplementary Planning Document for adoption Appendix C – Recommendation from the LDF Panel meeting held on 3 October 2013

Section 1 – Summary and Recommendations

This report proposes the adoption of the Planning Obligations Supplementary Planning Document (SPD) to aid in the effective implementation of the Harrow Local Plan and, in particular, Policy DM50 Planning Obligations.

Recommendations:

Cabinet is requested to:

1. Adopt the Planning Obligations SPD attached at Appendix B;

2. Delegate authority to the Divisional Director of Planning to make typographical corrections and any other necessary non-material amendments to the Planning Obligations SPD prior to formal publication of the SPD.

Reason: (For recommendation)

To afford weight to the SPD as a material planning consideration.

To clarify the relationship between Council's use of its Community Infrastructure Levy and Planning Obligations to reduce the planning risk of 'double dipping' when seeking or securing contributions from development towards specific infrastructure requirements.

Section 2 – Report

Background

1. Section 106 of the Town and Country Planning Act 1990 (as amended) allows the drafting of planning obligations between developers and the Council. These legal agreements allow the Council to secure the provision of affordable housing and to control the impact of a development, beyond that which can be achieved via planning conditions.
2. The legislative framework within which planning obligations are considered has recently changed with the introduction of the Community Infrastructure Levy (CIL) Regulations 2010. These changes effectively mean that CIL income should be used to help fund strategic infrastructure, such as schools and healthcare, while the role of planning obligations is to be limited to affordable housing and the mitigation of site specific impacts.
3. The Council is currently in the process of bringing into effect its CIL. The Planning Obligations SPD has been prepared to clearly set out the Council's approach, policies and procedures in respect of the use of planning obligations in relation to the CIL to be applied in Harrow.
4. It is considered that the SPD will, upon adoption:
 - Aid the smooth functioning of the planning application process by making developers and landowners aware of the procedures for securing planning obligations, including the provision of affordable housing;
 - Clarify the types of planning obligations that may be sought depending on the nature of the development proposal and site circumstances;
 - Clarify the relationship between planning obligations, planning conditions and the Council's CIL; and

- Help to deliver good quality sustainable development that accords with the policies and requirements of the Harrow Local Plan.

Consultation Undertaken

5. In accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 the SPD was subject to public consultation. The period for consultation commenced 11th July and closed on 5th September 2013. The longer than required consultation period took into account the summer holiday period.

6. The draft SPD was published electronically on the Council's website and on the Council's consultation portal, and a paper copy was placed on deposit at each of the Borough's libraries and at the Civic Centre. Consistent with the requirements of the Council's Statement of Community Involvement:

- a public notice was placed in the Harrow Observer newspaper, on 11th July; and
- over 1,000 notifications were sent out by letter and e-mail to individuals and organisations on Harrow's Planning consultation database and users with a registered interest in town and country planning on the Council's consultation portal.

Outcome of Consultation

7. There were a total of **9** responses to the consultation. These are reproduced in full, alongside the Council's response, in the Schedule of Consultation Responses at Appendix A to this report. The main issues raised are summarised below.

8. The Highways Agency responded that they had no comment and Natural England confirmed their support for the SPD and sought no amendments. English Heritage requested the Council to include a paragraph within this SPD setting out opportunities for planning obligations to be used to address the historic environment. However, Chapter 14 already set out the types of obligations that might be sought in relation to heritage assets and, as these were exactly as that listed in English Heritage's representation, no further changes were required.

9. The response by Thames Water sought to include a paragraph requiring developers to demonstrate sufficient wastewater and sewerage capacity both on and off-site to serve the development. This seemed to be a standardised response; the Council's Local Plan already includes such a requirement and confirms that, in instances where improvements are required, the Council would use a planning condition, rather than a planning obligation, to secure works in accordance with an agreed drainage strategy. No amendments are therefore required to address Thames Water's comments.

10. The comments from Campaign for a Better Harrow Environment helpfully highlighted areas of the SPD that could usefully do with further clarification. Such suggestions have generally been taken on board and

additional text added, errors corrected and definitions provided for some of the planning terms used in the SPD. They also sought to query the basis for calculating commuted sums for a number of the obligations and also raised concerns regarding the assessment of development viability. In response to these matters we have not amended the SPD but rather provided a detailed explanation in the Schedule of Consultation Responses justifying the approach taken.

With regard to the representations of the Kingsfield Estate Resident's Action Group and Harrow Environmental Forum, these were very similar in the issues raised. Unfortunately however, the vast majority of comments were not relevant to the consultation or were beyond the scope of an SPD on planning obligations to address. As a result there were only a few comments of relevance that required only minor amendments to the SPD to add the clarity.

11. The representation of the Mayor of London raised concern as to the general conformity of the SPD with London Plan and the Revised Early Minor Alterations - which prevent boroughs from introducing rent caps for affordable rented housing within planning policy. While the SPD did not in itself explicitly include rent caps, the SPD referenced the Council's Tenancy Strategy, which does suggest that the Council will impose rent caps. As such, the Mayor considered that the referencing of the Tenancy Strategy constituted an attempt to bring rent caps into the planning system via the 'backdoor'. The Mayor therefore offered alternative wording to bring the SPD into conformity but having considered this, the preference of Council officers is that SPD should instead remain silent on the issue and the section on housing affordability be deleted in its entirety.

12. The above changes are incorporated in the SPD that is proposed for adoption at Appendix B to this report.

Other options considered

13. Subject to the minor changes arising from the consultation responses, as described in the Schedule of Consultation Responses at Appendix A, it is recommended that the SPD be adopted.

14. There are two alternative options to the adopting the SPD:

- do nothing; and
- issue an informal guidance note.

15. Do nothing: The Council does not currently have formal planning guidance on the use of planning obligations. While the Council could continue with this approach, this would be at odds with government guidance that requires local authorities, intent on bringing forward a CIL, to clearly set out the infrastructure eligible for CIL funding and that which may still fall to planning conditions or obligations to secure. This is so developers know and understand what they are expected to pay for through which route, and avoid any actual or perceived 'double dipping' (i.e. development being charged twice for the same item of infrastructure).

16. Further, the introduction of the SPD also seeks to aid in the negotiations that currently take place with developers about the planning obligations that may be applicable to a particular scheme. Such negotiations are often protracted, slowing down both the planning application process and the process of finalising the legal agreement. These delays, and the multiple drafting of the agreements themselves, add cost to all parties in the process. Maintaining the status quo would not help to address this issue and could hinder other initiatives by the Council to deal with planning applications in a more timely and efficient manner.

17. Informal guidance: the text contained within the SPD could simply be published on the Council's website as an informal guidance note, thus avoiding the costs associated with adopting the SPD (comprising the preparation of an adoption statement and any printing costs). Such a note may still be a material consideration when considering planning applications, but the weight to be attached to such a note in the absence of public consultation and formal adoption is likely to be limited. The majority of the staff cost associated with preparing the SPD has now been expended. Although cheaper than the formal adoption of the SPD, this approach would offer marginal financial benefits whilst diminishing the effectiveness of the final document. It would also mean that expenditure already undertaken in the preparation and consultation of the SPD would be abortive.

Implications of the Recommendation

Legal comments

18. Section 38(6) of the Planning and Compulsory Purchase Act (2004) states that, if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts, the determination must be made in accordance with the plan unless material considerations indicate otherwise.

19. Although the proposed SPD is not a development plan document it will, upon adoption, be a material consideration in the determination of proposals for development within the Borough.

20. The Council is required by law to consult on the SPD and to take into account all consultation responses received before adopting the SPD. The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of the Local Plan. Upon adoption, the Planning Obligations Supplementary Planning Document will form part of Harrow's formal planning policy.

Financial Implications

21. The adoption of the SPD represents a relatively minor project, the costs of which can be adequately contained within the existing LDF budget. The most resource intensive part of the work (preparation and consultation) has already been undertaken.

22. With regard to developments costs as a result of implementing the SPD, the effective application of Local Plan policies and the guidance in SPD should ensure that new development mitigates any potential impacts arising directly from the development and will make adequate provision, on-site to meet the immediate needs of the development. It will also ensure that the Council continues to secure affordable housing on applicable residential schemes in accordance with Harrow's Local Plan and Housing policies. This will mean that the costs that are currently incurred by the Council as a result of new development will be more reasonably borne by both the council and the developer.

Performance Issues

23. With the exception of affordable housing, there are no local indicators relevant to the performance of planning obligations. This is because planning obligations are only triggered when development proposed can not meet the applicable policy requirements of the Local Plan or give rise to specific impacts that require mitigation.

24. With regard to affordable housing, the existing local indicator is a net addition of 165 affordable units per annum. The Authority's Monitoring Report shows that over the past 11 years, the Council has managed to secure on average 137 affordable units per annum. The provision of affordable housing is very much subject to development viability. It is therefore not anticipated that the SPD will necessarily improve performance in this area but rather will ensure that tenure and mix of affordable housing to be provided is directed at those areas identified by the Council as being of greatest need. Overall the SPD will aid the smooth functioning of the planning application process by making developers and landowners aware of the procedures for securing planning obligations, including the provision of affordable housing.

Environmental Impact

Does the proposal comply with all relevant environmental legislation? Yes

25. The policies that the SPD supplements have been the subject of a comprehensive Sustainability Appraisal, incorporating the requirements of Strategic Environmental Assessment, in compliance with the regulatory requirements for preparing local plan documents. The government has confirmed that, where the parent policy has been appraised, it is not necessary to appraise any guidance that simply seeks to give effect to the policy.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Potential Risks	Commentary	Mitigation Measures
Compliance with legislation	SPDs are required to comply with the legal requirements for preparation and consultation as set out in the Planning and Compulsory Purchase Act.	The SPD has been subject to public consultation in accordance with the requirements set out in Council's Statement of Community Involvement and all representations received have been analysed, responded to, and the SPD amended, where necessary, to take account of relevant comments prior to its formal adoption.
Changes to the planning system	The government continues to reform the existing legislation applicable to planning in England. A focus of these reforms is on reducing the financial and regulatory burden placed upon proposals for new development. Planning obligations, in particular, requirements for affordable housing, can be a significant development costs and are therefore likely to be the subject of further reforms.	Officers will continue to keep abreast of proposals and consultation on changes to the planning legislation and national planning policy. Where potential issues arise with either the context or processes outlined in the SPD, these will be reported to the LDF Panel to consider alongside office recommendations on review or necessary amendments.
Application of the SPD	In preparing the draft SPD, the Council has sought to apply robust justification for the obligation included. However, there is a degree of professional judgment required in the assessment of likely impacts of an individual planning application that may give rise to potential obligations.	The SPD includes requirements for monitoring its effectiveness that would necessarily trigger an analysis and potential review of the SPD should the monitoring indicate that the processes outline or obligation types where no the most applicable.

Equalities implications

Was an Equality Impact Assessment carried out? No

26. By definition, supplementary planning documents cannot introduce new policies nor modify adopted policies and do not form a part of the development plan. Rather, their role is to supplement a 'parent' policy in a development plan document. The SPD the subject of this report

supplements Policy DM50 of the Local Plan. A full equalities impact assessment was carried out at each formal stage in the preparation of the Local Plan.

27. Therefore, there is no requirement to carry out an equalities impact assessment of the SPD the subject of this report because the impact of implementing Policy DM50 has already been considered as part of the Local Plan equalities impact assessment.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18 September 2013		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 19 September 2013		

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 17 September 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 17 September 2013		

Section 6 - Contact Details and Background Papers

Contact: Matthew Paterson, Senior Professional Policy
Planning, Development and Enterprise

Tel: 020 8736 6082

Background Papers: Harrow's Core Strategy (February 2012)
http://www.harrow.gov.uk/downloads/file/11418/core_strategy_2012 ;
London Plan (2011)
<http://www.london.gov.uk/priorities/planning/london-plan>
Draft Development Management Policies Local Plan
http://www.harrow.gov.uk/info/856/local_development_framework_policy/2654/examination_in_public_on_three_dpds/2
Harrow's CIL Draft Charging Schedule (including the proposed Regulation 123 list)
http://www.harrow.gov.uk/info/856/local_development_framework_policy/2677/community_infrastructure_levy_cil/3

All of the above are available to view via the links to the Council's website.

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

NOT APPLICABLE

[Call-in applies]

This page is intentionally left blank

**Planning Obligations and Affordable Housing
Supplementary Planning Document
Consultation Statement – September 2013**

Respondents:

1. English Heritage
2. Thames Water
3. Natural England
4. Campaign for a Better Harrow Environment
5. Highways Agency
6. Metropolitan Police
7. Kingsfield Estate Resident’s Action Group
8. Mayor of London
9. Harrow Environmental Forum

Consultee	Comment Made	Council’s Response
English Heritage	<p>The National Planning Policy Framework sets out a presumption in favour of sustainable development, which, under paragraph 7, includes protecting and enhancing our natural, built and historic environment. Conservation and enhancement of Harrow’s heritage assets and their settings is set out as an Overarching policy objective (objective 18), in Core Strategy Objective 1 D, and in relation to the various area – related policies within the Core Strategy.</p> <p>Planning obligations an important way of helping deliver sustainable development, helping ensure that development proposals are acceptable in national and local planning policy terms. In regard of the historic environment this can be achieved by delivering protection and enhancements to historic buildings and areas. We therefore urge the Council to include a paragraph within this SPD setting out opportunities for planning obligations to be used to address the historic environment. Where appropriate, types of contribution can include; repair, restoration or maintenance of a heritage</p>	<p>Chapter 14 of the SPD already addresses the use of planning obligations to secure the conservation and enhancement of the borough’s historic environment. Paragraph 14.4 of the SPD already sets out the types of obligations that might be sought in relation to heritage assets – these are exactly as that listed in the representation. No further amendments are required as the matters raised in the representation are clearly already adequately addressed in the SPD. No change.</p>

Consultee	Comment Made	Council's Response
Thames Water	<p>asset(s) and their setting; increased public access and improved signage to and from heritage assets; interpretation panels/ historical information and public open days; production and implementation of up-to-date Conservation Area management plans and appraisals; measures for preservation or investigation and recovery of archaeological remains and sites; display of archaeological sites and dissemination of information for public/ school education and research; and sustainability improvements (such as loft insulation) for historic buildings.</p> <p>This list is by no means exhaustive but provides an indication of the type of planning obligations that are used and could be incorporated in this SPD. Potential beneficiaries of historic environment planning obligations could include heritage assets currently at risk from neglect, decay, under-use or redundancy. Each year English Heritage publishes a <i>Heritage at Risk</i>, which comprises information on all heritage assets that are vulnerable due to disrepair. This is available at www.english-heritage.org.uk. The 2012 register contains 16 assets which are identified as being at risk within the London Borough of Harrow.</p> <p><u>Omission of Section on Sewerage/Wastewater [and Water Supply] Infrastructure</u></p> <p>Regarding the funding of sewerage/wastewater [and water supply] infrastructure, it is Thames Water's understanding that Section 106 Agreements can not be required to be used to secure sewerage/wastewater [water supply] infrastructure upgrades. However, it is essential to ensure that such infrastructure is in place ahead of development to avoid unacceptable impacts on the environment such as sewage flooding of residential and commercial property, pollution of land and watercourses plus water shortages with associated low pressure water supply problems.</p> <p>Sewerage [and water] undertakers have limited powers under the water industry act to prevent connection ahead of infrastructure upgrades and therefore rely heavily on the planning system to ensure infrastructure is provided ahead of development either through phasing and Local Plan policies or the use of Grampian style conditions attached to planning permissions.</p> <p>It is important that developers demonstrate that adequate capacity exists both on and off the site to serve the development and that it would not lead</p>	<p>Both the Development Management Policies and Heart of Harrow AAP draw attention to the need for developers to demonstrate adequate sewage & wastewater capacity to serve the development. In those instances where improvements are required, the Council would use a condition, rather than planning obligations, to secure works in accordance with an agreed drainage strategy. No change.</p>

Consultee	Comment Made	Council's Response
Natural England	<p>to problems for existing users. In some circumstances this may make it necessary for developers to carry out appropriate studies to ascertain whether the proposed development will lead to overloading of existing sewerage [and water supply] infrastructure. Where there is a capacity problem and no improvements are programmed by the water company, then the developer needs to contact the water company to agree what improvements are required and how they will be funded prior to any occupation of the development.</p> <p>Thames Water rely heavily on the planning process to ensure they have the necessary infrastructure in areas where development locations are clearly identified and seek planning conditions where it is not. Capacity problems, possibly leading to flooding, could occur in some cases if Thames Water have not been given the opportunity, either through advance planning or through conditional planning approvals, to provide the capacity prior to the development taking place.</p> <p>If the developer fails to consult with Thames Water in the early planning stages then, as noted above, this will lead to Thames Water requesting a Grampian style condition or potentially objecting to the application.</p> <p>We therefore consider that the following section should also be added to the SPD:</p> <p><u>"Sewerage/Wastewater [and Water Supply] Infrastructure</u></p> <p><i>Developers will be required to demonstrate that there is adequate wastewater/sewerage capacity and surface water drainage both on and off the site to serve the development and that it would not lead to problems for existing or new users. In some circumstances it may be necessary for developers to fund studies to ascertain whether the proposed development will lead to overloading of existing sewerage/wastewater infrastructure. Drainage on the site must maintain separation of foul and surface flows.</i></p>	
	<p>Natural England has considered this Planning Obligations Supplementary Planning Document and is happy that the Biodiversity Policy (chapter 19) put forward within it does cover what we would expect to see. We welcome this and also the Sustainable Design and Construction Policy (Chapter 16), which has regard for making use of water retention and recycling systems where possible. Sustainable Urban Drainage Systems would also be welcomed as these can be used to great effect around Green Infrastructure within the</p>	<p>The Council notes Natural England's support for the SPD. NB: the provision of SUDS was already addressed in the SPD under Chapter 18 on Floor risk. No change.</p>

Consultee	Comment Made	Council's Response
Campaign for a Better Harrow Environment	<p>Biodiversity Policy.</p> <p>1. Definition of terms From the first page onwards the Document does not make clear to what developments it applies. For example:</p> <p>a) A on page 3 states:</p> <p><i>'Planning obligations will be sought on a scheme-by-scheme basis to secure the provision of affordable housing in relation to residential development schemes ...'</i></p> <p>Does that include the re-development of office blocks to provide residential accommodation?</p>	<p>The supporting text to Policy DM50, which is re-provided on page 3 of the SPD, clearly states that:</p> <p><i>"... the nature of site specific impacts means they vary widely depending on the site, its local context, and the nature of the development proposed. Therefore, beyond the requirements for affordable housing, it is not possible to ascribe a set of circumstances under which certain types of obligations will be sought as a norm. To assist developers and others to understand what types of obligations may be sought, and how these may be best met, the Council is preparing a Planning Obligations SPD."</i></p> <p>The obligations listed in the SPD are therefore those that might be expected given the types of development provided for by the Local Plan. However, this list is not exhaustive and other obligations not listed may be required to mitigate a specific development's impacts. The Council will add a paragraph to this effect in Chapter 1 of the SPD.</p> <p>With regard to the re-development of office blocks to residential development, this has been provided for as permitted developments by the Local Government, and is therefore not subject to the requirements of the Local Plan, and therefore planning conditions and obligations can not be sought.</p>
Campaign for a Better Harrow Environment	<p>b) The entry between paras 6.30 & 6.31 on page 21:</p> <p>'Development types from which obligations are sought Residential developments, including mixed-use developments, with a capacity to provide ten or more dwellings (gross).'</p> <p>Does this include conversions of existing residential accommodation, eg a very large house, to create ten or more units of accommodation?</p>	<p>Yes, the requirement of the Policy applies to all developments that provide 10 or more new residential dwellings (gross). No change.</p>
Campaign for a Better Harrow Environment	<p>c) Paras 15.10, 15.18 (pages 33 & 34) & elsewhere: The term 'major development' is used here. How is a major development defined?</p>	<p>Major development is defined in the Town and Country Planning Act as development of 10 residential units or 1000sqm or 0.5ha or greater. Provide a footnote giving the definition of 'major development'.</p>
Campaign for a Better Harrow Environment	<p>2. Population Figures Para 2.1 (page 4): We have already raised the issue of the apparent population increase of 54,200 by 2026 which the Council acknowledges to be incorrect. In view of the existence of more than one estimate of population growth, we suggest</p>	<p>Agreed. Amend paragraph 2.1 as suggested</p>

Consultee	Comment Made	Council's Response
Campaign for a Better Harrow Environment	<p>that the first sentence should be deleted and the second sentence amended to read simply:</p> <p>'In Harrow a minimum of 6,050 new homes are planned to be built and 4,000 new jobs created by 2026.'</p> <p>3. Viability of Planning Obligations In the list of Requirements for Open Book Appraisals on page 14:</p> <p>a) We are unclear as to what the first bullet point means, viz:</p> <p>'Identify and justify (with comparable evidence where appropriate) all development value and cost variables specify any 'exceptional' cost items with supporting evidence in writing from a reputable cost consultant'</p>	<p>Exceptional cost items include things like remediation of land contamination. They are therefore costs which the vast majority of new development in Harrow would not expect to incur. However, where land is contaminated and requires remediation before the new development to take place, this may add significantly to the cost of the development, and should be included in the development appraisal as an 'exceptional cost item' for that development proposal. Evidence/justification would, in the instance of land contamination, include contamination report detailing the type of contamination, its extent over the proposal sites and breakdown of works required and costs required to mitigate/remedy the contamination. No change.</p>
Campaign for a Better Harrow Environment	<p>b) The last bullet point refers to the use of an independent assessor. Has this been used in the past? If so it does not seem to have been very effective in maintaining a reasonable supply of affordable housing.</p> <p>As presently drafted, we consider that this section encourages developers to raise viability concerns. It talks too much about accommodating them by reducing the obligations and not enough about the high priority of affordable housing which should make reductions the exception rather than the rule. For example, para 4.46 should suggest that an alternative option is refusal of an application. Para 6.22 also seems to be overanxious with respect to demanding family housing.</p>	<p>Yes the Council has used independent assessors in the past where the viability issues are complex (e.g. Kodak) to ensure we seek the maximum community benefit from such schemes. However, the greatest influence on affordable housing supply is primarily the level of subsidy or grant being made available. Grant levels have declined significantly under the current government and while the introduction of the 'affordable rent' model has improved development viability, it has not improved supply.</p> <p>Unfortunately, the viability of development remains a significant issue and it is a balancing act for the Council between enabling the development to proceed whilst seeking to maximise both affordable housing and contributions towards local infrastructure. However, it is beyond the scope of the SPD to determine whether applications should be refused if obligations are not offered or provided – this is a judgement to be made considering the merits of the development against all the policy requirements of the Local Plan. No change.</p>
Campaign for a Better Harrow Environment	<p>5. Annual Audit of SPD Para 5.3 describes annual audit of the SPD but does not say what, if anything, will be changed if it fails to deliver affordable housing.</p>	<p>The priority afforded to affordable family housing is a regional priority for London set out in the London Plan. No change.</p> <p>The supplements policies of the Local Plan. The monitoring of the effectiveness of the affordable housing policies of the local plan is done through the Authority's Monitoring Report and schedule in the Core Strategy includes (at page 115) the actions/contingencies the Council will consider should the thresholds for review be triggered. No change.</p>

Consultee	Comment Made	Council's Response
<p>Campaign for a Better Harrow Environment</p> <p>Campaign for a Better Harrow Environment</p>	<p>6. Formulae for calculating the cost of space requirements Para 11.9 uses an 'average' value for children's' play space while para 10.7 uses the 'lower end' value for amenity space. Why are they different?</p> <p>7. Local Economy</p> <p>'15.2 The Council's Enterprising Harrow 2007-16 Strategy, Local Economic Assessment 2012/13, and Economic Dashboard 2013 have identified that:</p> <ul style="list-style-type: none"> • local businesses have difficulty finding premises and retaining and attracting skilled people to the local economy • there are pockets of low skilled residents with diminishing job opportunities • the number of economically inactive residents is increasing • there is a downturn in employment growth and limited expected increases in projected employment growth in outer London • There is more retail purchasing by residents outside Harrow's town centres due to competition from existing and new retail locations such as Watford and Westfield at Shepherd's Bush • 27.4% of working age residents are economically inactive • Harrow town centre and Wealdstone District centre are important economic and employment hubs in some parts of the borough, particularly areas of social housing, worklessness is nearly 25%.' <p>The last bullet point makes no sense!</p>	<p>The difference is because of the significant variance in costs in providing amenity open space, whilst costs for the provision of children's play space are fairly uniform and therefore an average value is acceptable. No change.</p> <p>Agreed as the last bullet point was actually meant to be two bullet points. Amend the last bullet point as follows:</p> <ul style="list-style-type: none"> • Harrow town centre and Wealdstone District centre are important economic and employment hubs; • In some parts of the borough, particularly areas of social housing, worklessness is nearly 25%.
<p>Campaign for a Better Harrow Environment</p>	<p>8. Local training/job opportunities & use of local suppliers. Paras 15.6-15.28 (pages 32-35):</p> <p>These are vitally important to both the unemployed and the local economy generally. The work involved in the development of a site is necessarily transient, but training and employment opportunities, even short term, can make a real difference to a person's future prospects in the labour market. As we know, so often developers bring in their own teams and suppliers and the</p>	<p>Para 15.7 sets out a range of different employment and training measures. However, depending on the nature of the development, it may not be appropriate to seek all measures, for example the securing of employment premises. Therefore the use of the term 'may' is appropriate. No change.</p>

Consultee	Comment Made	Council's Response
	<p>Council seems to quietly acquiesce. The whole section needs beefing up in order to emphasise the importance attached to these issues. For example, para 15.7 states:</p> <p>' ... various employment and training measures may be sought ...'</p> <p>Surely it should say 'will be sought'?</p> <p>No comment.</p>	<p>Noted No change.</p>
<p>Highways Agency</p> <p>Metropolitan Police</p>	<p>We would like to propose that the plan incorporates the following:</p> <p>All development and alterations to the built environment must create safe and secure environments that reduce crime, the fear of crime, anti-social behaviour and fire, with due weight given to the provisions of police 'Secured by Design' standards.</p> <p>In addition we also propose that the following wording is included into the SPD:</p> <p><u>Designing out crime and promoting community safety</u></p> <p>To gain planning permission, proposals for new development and alterations to the physical environment of the borough must demonstrate how they intend to minimise the risk of crime in a visually acceptable manner and meet the specific security needs of the site. This will be achieved by:</p> <ol style="list-style-type: none"> 1. Creating safe and secure environments that reduce the scope for crime and anti-social behaviour; 2. Combating the fear of crime in the physical environment; 3. Incorporating 'Secured by Design' standards recommended by the Association of Chief Police Officers (ACPO) and supported by the Home Office. <p>Design solutions should include:</p> <ol style="list-style-type: none"> 1. Natural surveillance – designing buildings with windows overlooking places such as parks and streets, courtyards and parking areas whilst taking into consideration landscaping, which should not conflict with existing or proposed CCTV or lighting. 	<p>As stated in the supporting text to Policy DM50 'the Council expects most impacts of development to be mitigated through good design and layout, in accordance with Policy DM1'. Designing out crime, and in particular the 'Secured by Design' standards, are already a development requirement of the Local Plan. Development design that fails to meet these requirements should be refused as it is not possible to use planning conditions or planning obligations to remedy a proposal's poor design. Obligations relating to community safety are set out in Chapter 13. No change.</p>

Consultee	Comment Made	Council's Response
	<p>2. Street network designs, pedestrian routes, footpaths and cycle paths that are direct routes with good visibility, that are easy to navigate and permeable. They should avoid creating alleyways, tunnels, hidden alcoves and sharp or blind corners.</p> <p>3. Lighting that illuminates, enabling natural surveillance and good uniformity, avoiding the creation of dark or shadowed areas.</p> <p>4. Clearly defined boundaries between public, semi public, semi private and private spaces, which reduces the likelihood of anti-social behaviour by establishing clear ownership and responsibility for all space in the physical environment.</p> <p>5. Other measures dictated by site context or type of development in line with the minimum standards of 'Secured by Design'.</p> <p><u>Reasons</u></p> <p>Designing out crime is the process whereby streetscape, open spaces, buildings and transport infrastructure are positively influenced by practical design solutions to reduce the occurrence of crime and provide a safer and more attractive urban environment. Small changes, such as creating well lit spaces that are overlooked, reduces crime and the fear of crime.</p> <p>Creating sustainably safe environments is vital to ensure that those who live in, work in or visit the borough can do so without any unreasonable concern for their safety. It is just as important to address the fear of crime because, whether realistic or not, such a dynamic affects people's perceptions of their safety both at home and in public places.</p> <p>Improving community safety involves designing the urban environment to enable the community to assume an ownership role for the guardianship of their local space. This helps inspire a sense of pride and encourages community use of public spaces and appropriate interfaces with the private realm.</p> <p>PP51 (paragraph 37) states that in planning for high quality and inclusive design, local authorities should have regard to good practice guides e.g. 'Safer</p>	

Consultee	Comment Made	Council's Response
Kingsfield Estate Resident's Action Group	<p><i>Places – The Planning System and Crime Prevention’ (ODPM/Home Office).</i></p> <p>Harrow Council has adopted the ‘Secured by Design’ minimum standards recommended by the Association of Chief Police Officers and the Home Office. ‘Secured by Design’ is the UK Police flagship initiative supporting the principles of ‘designing out crime’ by use of effective crime prevention and security standards for a range of applications. Further information is available at www.securedbydesign.com</p> <p>Chapter 2 background page 4,</p> <p>2.1 Increased population is making Harrow a place that people want to leave. That goes for all of London, which has lost over 200,000 indigenous people, which puts pressure on the surrounding countryside. This may be partly because of the loss of Open Space e.g. building on playing fields, parts of the Green belt and garden grabbing. For example the loss of Kodak’s playing fields and parts of the Green Belt. The UK is getting overcrowded, perhaps, the EU needs to look at its policy of free movement. We ask that the plans to increase the population of London are reviewed, to avoid future troubles that surely do not need listing. Local Authorities should pursue this with the Mayor’s Office. Growth must be more evenly distributed across the country.</p> <p>We agree with most of page 5 except for the levy on housing under 2.9. Will this increase the cost of housing? Yes, LB’s need sources of income, but this again needs revision. The old rating system had many points in its favour, the housing bands that replaced it needs revising. Many pay less than they would under the old system. Local Authorities need more control over their financial affairs and not be controlled so much by Central Government. At present LB’s are too dependent on S106 agreements.</p> <p>We agree with most of the National Policy, London Plan and Local One except where we have already registered dissent However we were very concerned that the Bristol Inspectorate did NOT support the Local Community in its desire to protect the views of Harrow on the Hill.</p> <p>Chapter 4 Procedural Issues.</p> <p>S106 gives developers far too much leverage in the development processes. To get their way they promise funding for essential community needs that should be met from the Public purse, e.g. schools, park improvements, road building and other needed facilities.</p> <p>4.13 Many consider that the Mayor has too much power over LB’s. It seems that empire Builders get elected. The balance of power needs to be adjusted.</p>	<p>The comments regarding reviewing Harrow’s strategy for managing growth, alongside those regarding overcrowding, are outside the scope of the SPD to address, which is required to supplement Council’s adopted policy on planning obligations. No change.</p> <p>As set out in Chapter 3 of the SPD, the law prevents the use of obligations to secure financial commitments from new development towards the provision of strategic infrastructure such as schools and healthcare. Therefore, the only effect of Harrow not introducing a CIL charge, would be to lose funding towards strategic infrastructure. NB: the levy is not a rating system, but rather based on detailed evidence of development viability across the Borough alongside the infrastructure requirements of new development. No change.</p> <p>This is again beyond the scope of the SPD to address. No change.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 4 Procedural Issues.</p> <p>S106 gives developers far too much leverage in the development processes. To get their way they promise funding for essential community needs that should be met from the Public purse, e.g. schools, park improvements, road building and other needed facilities.</p> <p>4.13 Many consider that the Mayor has too much power over LB’s. It seems that empire Builders get elected. The balance of power needs to be adjusted.</p>	<p>Disagree - S106 actually gives the Council the power to seek obligations from development to mitigate their impact on the local environment. No change.</p> <p>The ability to control/amend the Mayors current planning powers is beyond the scope of the SPD. No change.</p>

Consultee	Comment Made	Council's Response
	<p>4.21 This is of concern; why is the period of repayment so long? Inflation will reduce its value and if all paid initially the Local Authority has the money and there will be no delay in maintenance.</p> <p>4.26 Agree wholeheartedly. Likewise 4. 31 and 4. 34</p> <p>4.41 What is the definition of “potential strategic importance”? does it include housing?</p> <p>4.43 Requirements for Open Book Appraisals. It is hoped that here there is no chance of back -handers and that the process is absolutely transparent. It is realised that many discussions go on between Developers’ Agents and Council officers.</p> <p>4.61 Has it still to be realised that the better method of housing the low paid is by Council Housing? It is probably cheaper than Housing benefits from what one reads in the media. The Council owns the home as an asset, whatever happens. The private letting landlords are raking in public money. Stop selling Council homes and start building new ones, otherwise London will become the land of the rich and not a taxi, tube driver, or other needed worker, including nurses and teachers, will be around to serve them!</p>	<p>Often, the level of financial contribution received by means of planning obligations, are not in themselves sufficient to deliver the infrastructure and therefore other funding is required either from other developments or from public sources. This can take time and therefore the 10 year period for return of funds is commonly used. No change.</p> <p>Agreement is noted. No change.</p> <p>These are application that are referable to the Mayor of London under the Town and Country Planning Order 2008 and include proposals for 150 residential units or more; or 15,000sqm of floorspace; or would exceed 30m in height. Add a footnote to provide a link to the 2008 Order.</p> <p>The appraisal process is very structured around known building costs and assumed sales values based on local recent sales of similar products. However, most financial data is commercially sensitive so cannot be made public but can be the subject of 3rd party independent review, should there be a dispute (see para 4.45 of the SPD). No change.</p> <p>The current legislative and national funding mechanisms by which affordable housing is delivered is via private sector development and registered local landlords. In this context the Council is a third party facilitator but not a deliverer or owner of the housing. This is being address to a certain extent through Council’s new powers to manage their receipts from their own housing stock but again this is countered by other government initiatives such as ‘right to buy’, which take social housing out of the Council’s stock. No change.</p>
Kingsfield Estate Resident’s Action Group	<p>6.4 Yes, the demand for affordable housing will increase; limiting immigration is surely an option: other countries must surely appreciate our difficulties. Regard the terrible flats near the railway bridges in South Harrow. Pile people high and house them cheaply. Loss of open space will eventually cause resentment to old residents and conflicts with the aims of Public Health. A rethink in policy overall is needed; London is becoming too unpleasant and drives people, who are able to, get out of it.</p> <p>6.6 We are glad that it is acknowledged that low income groups are adversely affected and refer to comments on 4.61</p> <p>6.7 The growth of commercial storage places demonstrates how short people are of space in their homes. It is to be hoped that the so called bedroom tax will go the way of the poll tax.</p> <p>6.8 Council Housing, in the old way, is surely the answer here; stable communities are formed and London will gain from having the low paid workforce it needs and families will stay near each other; this helps the elderly and young parents, as they support each other. Surely the social case</p>	<p>The Council has no ability to limit immigration – such matters are for central government policy, and therefore outside the scope of the SPD. No change.</p> <p>The Harrow Local Plan specifically protects existing open space. No change.</p> <p>Noted. No change.</p> <p>Noted. No change.</p> <p>Whilst we agree with the comments, unfortunately the Council is bound by national legislation and a nationally prescribed funding regime for the delivery of affordable housing, which effectively sees Council’s role as being a 3rd party facilitator rather than the deliverer of affordable housing in Harrow.</p>

Consultee	Comment Made	Council's Response
Kingsfield Estate Resident's Action Group	<p>for social housing is proven. Plus rules for Council housing means that homes are of a reasonable size and not rabbit hutches where there is no escape from each other. People need room for hobbies and study, especially as libraries are being lost.(The now lost Civic Library was a place of study for many students who had no quiet place at home)</p> <p>6.10 The social cost of inadequate housing is too great - housing benefit would be better spent on public housing and may well be a lot cheaper. Why cannot Councils overtake partly built flats where developers have failed to complete them and make them Council Housing?</p> <p>6.11 Agree entirely but increase from 60%, but has London to be the only place to build homes? Spread jobs and homes more widely across the country.</p> <p>We agree with the rest of page 19.</p> <p>6.20 Agree.</p> <p>6.23 Three bedroom houses should be the norm. Room sizes must be adequate. It is recorded that Britain has the smallest homes in Europe. Minimum sized rooms must be placed in regulations and adhered to, with penalties if they are not.</p> <p>6.43 Support. It is outrageous that foreigners can buy properties in London and leave them unoccupied and still make money with house price rises. The properties are uncared for and deteriorate – legislation is needed to ensure that all housing is utilised properly. The London Assembly should act on this or get the government to do so.</p> <p>6.44 Do try and not overcrowd sites- it has been proven to lead to conflict. Can we please not learn from past errors. Look at the Elephant and Castle for an example.</p> <p>6.46 Definition of perpetuity please. Understood it is now 35 years?! But this may vary according to who gives the instruction- we speak from experience with St. George's field. What is RP?</p> <p>6.47 Perpetuity is in doubt- to reiterate, let us go back to Council owning properties for rent. A U turn is needed</p> <p>Chapter 7 Transport and Highways. Traffic in Harrow is denser than ever. Bad driving is on the increase. Harrow was built for a different age. It is now difficult to shop, bank, post a parcel, walk a dog without a car. Improve local shopping areas- once all one's needs</p>	<p>No change.</p> <p>See comment directly above. Effectively this comes down to having the funds to purchase the housing, which Harrow Council unfortunately does not have. However, recent changes mean that Council's now have control over their own housing receipts funds and this will in time provide a source of funding to enable the Council to acquire/develop new Council housing. However, this is matter for the Council's Housing Strategy and is therefore beyond the scope of the SPD. No change.</p> <p>Noted but the distribution a growth outside of London is a national planning matters that is outside of the scope of this SPD to address. No change.</p> <p>Noted</p> <p>Noted</p> <p>The requirement in the Local Plan is for a mix of housing to be provided to provide housing choice. The London Plan includes minimum internal space standards for new residential dwellings. No change.</p> <p>Support is noted but as the comments note, limitations of foreign ownership of housing is beyond the scope of the SPD to address. No change</p> <p>Para 6.44 relates to review mechanisms for the re-appraisal of development viability once schemes are commenced and therefore does not relate to issues of overcrowding but rather seeking to ensure development delivers the maximum level of affordable housing. No change.</p> <p>Perpetuity is not defined as its means in perpetuity and is not limited to a period. RP means Registered Provided, which is given in full in the preceding sentence. No change.</p> <p>Noted but is controlled at the national policy level and is therefore outside the scope of the SPD to address. No change.</p> <p>Comments regarding improvements to shopping areas are noted but are outside the scope of the SPD, which seeks solely to ensure Council can mitigate the transport impacts of individual schemes. No change.</p>

Consultee	Comment Made	Council's Response
Kingsfield Estate Resident's Action Group	<p>were met within walking distance.</p> <p>Cycling has to be made safer: cycling routes just disappear and cars are parked on them. Send someone to Holland to see their cycle routes – but money will be needed to enable cyclists to be safer than now. Changing garages to rooms has not helped with many households having 2 plus cars. We need safe routes to essential places such as stations.</p> <p>7.4 7.5 Agree.</p> <p>7.7 Support but query the need for shower facilities.</p> <p>7.11 Is this workable? How about the disabled and elderly who need personal transport? Allowance for some groups is surely needed.</p> <p>7.12 Car clubs may well be the answer but maintenance may be expensive. People maltreat cars not their own and have no worries about car insurance claims. Is this practical?</p> <p>Agree with rest of this chapter.</p> <p>Chapter 8 Public Rights of Way</p> <p>Support all of this; too often rights of way are made difficult or impossible to negotiate. E.g a notice on Cope Farm in old Redding saying "Private no entry" right beside a public Footpath.</p>	<p>Again the comments regarding cycling facilities are noted but the role of the SPD is simply to secure provision of new cycling routes rather than to specify its design and layout. No change.</p> <p>Noted</p> <p>Support is noted and the need for shower facilities is to help promote cycling as an alternative to the car, enabling people to freshen up once at work. No change.</p> <p>The controls over parking do not apply to the requirements for development to make provision for disabled car parking on-site. Add footnote to provide clarity on this matter.</p> <p>Car clubs are financially sound and models across London are successful. Issues of abuse of vehicles are typically addressed through the user contracts and insurance is covered in the cost of annual fees and use charging rates. No change.</p> <p>Noted.</p> <p>Support is noted. No change</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 9 Public and Open Space</p> <p>The link to health and access to see and visit open Space has been well proven. We need more open Green Space in Harrow- not less. Kodak is accessible by walking from Central and North Harrow by children and should not be built upon, likewise St. Georges' field and other such green open spaces. Road and other safety reasons make it imperative that space is available near homes under the watchful eye of parents and neighbours. Obesity is a problem solved by exercise as well as diet. So why are we allowing building on any Open Spaces: the LB of Harrow should have the ability to say to the London Assembly a definite NO to building on sports grounds and Open Spaces. London has lost 50 % Of its cricket fields. Build elsewhere – out of London. Stop building a mini country within a country Mr Mayor. There is conflict here between the aims of the Public health department and those of the planners. People need nearby open space in which they can relax, exercise and garden, not space a bus ride away. Making a playing field able to be played on twice a day or more, will do little to help the loss of playing space- especially on winter, short days. It may help</p>	<p>The Harrow Local Plan includes the presumption against the net loss of existing open space. The purpose of Chapter 9 of the SPD is to seek to secure the provision of new open space, should a development proposal lend itself to such provision. While the comments regarding past development approvals are noted, they are outside of the scope of the SPD to re-address. No change.</p>

Consultee	Comment Made	Council's Response
	<p>a little but there is a limit to what a ground can provide. It is short termism. Also, if despite objections you allow this building on open Space, do not allow over 50 % development for a postage stamp sized piece of green space. There must be a limit, such as 30%, or less, according to size of green space.</p> <p>9.3 Cannot agree with this. Give the land to Fields in Trust and they will run it for the community with no cost to the council. Harrow residents need Green Space in major residential and town centres, not more development. Refer to above, Children and people need easily accessible Green Open Space nearby – not a bus ride away. We hope that this is modified or deleted. If it is private and inaccessible then it will become a nature reserve, which can only be good news for sustainability. Stop the Mayor and Assembly from making the London suburbs a place, where those, who need not, chose to live, it will have disastrous country- wide effect.</p> <p>9.4 Agreed.</p>	<p>Often parcels of land include both green space and white development land. In such circumstances, para 9.3 seeks to secure public access to the open space as part of the development of the white land to maximise the community benefit. Ownership of the open space would form part of the discussion about the long-term management of the open space in the context of the overall development scheme. Often it is not possible to seek, as part of the obligation, the relinquishment of existing ownership. No change.</p> <p>Noted.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 10- Amenity Space</p> <p>10.1 A great idea, but we need them close to where people live. Where is the land available? If it at the cost of allowing development on a large part of it to obtain it, residents might prefer the open space just to look at and be a nature reserve.</p> <p>10.2 Agreed: many recent flats appear to have no amenity space at all!</p> <p>10.3 A figure please and a definition of "adequate amenity space".</p> <p>10.4 Agreed – let us not build tomorrow's slums.</p> <p>10.5 A FIVE square metre is pathetic. It is assumed that this means an area of 2.5 times 2.5 = One 5 metre of space. It is hardly room for a table and 2 chairs and a potted plant or two. It is less than many a patio. Growing their own vegetables will be a dream only.</p> <p>10.6 How will there be <i>allowed access</i> to a local park? All have access to a park if it is nearby! This is not practical surely? Will these dwellings be for children? Have we learnt any lessons from past errors at all? If a parent is on the upper floors how does one overlook outdoor play of a toddler? We are building to-morrow's slums and places of unrest. Where will a boy mend his bike and a girl push her doll's pram?</p> <p>10.8 This is good but please remember that toddlers need open, secure places to play and not spend their time in front of a T.V. Surely the aims of Public Health clash with this policy if insufficient play space is NOT available.</p>	<p>As stated at paras 10.2 – 10.5, the policy requirement is for the provision of amenity space on the development site. Only where this cannot be accommodated, should off-site contributions or provision be considered. Any financial contribution will be used to improve the quality of local parks that serve the development site. No change.</p> <p>Noted</p> <p>The standard of amenity space provision is given in para at 10.5. No change.</p> <p>Noted</p> <p>This is the agreed standard for London and the Council has no local evidence on which to prescribe an alternative standard. No change.</p> <p>Para 10.6 is about using any commuted sum to improve access to and use of local parks for all residents of the proposed development. The para makes no reference to 'allowed access', so it is unclear what is meant by the respondent. The requirement for on-site amenity space provision is to provide for outdoor activities associated with a residential dwelling such as those mentioned by the respondent. So it is again unclear what the comment is in respect of. No change.</p> <p>Chapter 11 of the SPD deals specifically with the provision of children's play space, whilst chapter 10 is only concerned with amenity space – the two are very different. No change.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 11 Children's Play Space</p> <p>Not the Playing fields of Eton or Harrow then for the poor? Please revise this figure to what the Fields in Trust recommend. Otherwise we will be storing up</p>	<p>Fields in Trust is a national standard that the Council does not consider can be reasonably met in the urban context of Harrow where land is a finite resource that we need to balance and maximise the use of for all requirements. A</p>

Consultee	Comment Made	Council's Response
	<p>trouble for society; better for energy to be expended on a football field than it being spent on antisocial behaviour.</p> <p>11.2. Hurrah – agree.</p> <p>11.4. Can we add the word SAFE to onsite children's play place. But toddlers still need <i>private play space, within parental supervision.</i></p> <p>11.6 Surely, it would be better just to make gardens bigger- big enough for a trampoline, sandpit, swings and a space to knock a ball around. A set play space 100 metres away would be good only for teenagers who can stick up for themselves. We asked for one on the Kingsfield Estate_ never got it.</p> <p>11.7 Are there no child friendly planners out there? 4metres square per child or is it 2metre by 2 metres? Realists or not, surely we can insist on a better deal for our children. Another reason why Developing should only be done by Councils, with a social conscience, who do not have to satisfy shareholders.. Many estates have notices up “ No Ball Games Allowed”. There are many on walls just made for ball games with tennis balls.</p> <p>11.9 Child yields will vary – they will go up and they will go down, according to the age of the inhabitants – so it is hoped that the figure will be high enough to account for this. There is a baby boom at the moment – a maximum figure must be set, if the children have plenty of space because the birth rate drops, that can only be good.</p>	<p>requirement of 15sqm per child would sterilise the opportunity to secure additional open space for sports, nature conservation or for allotments etc, all of which also have significant area requirements. No change.</p> <p>Noted</p> <p>The intention of the SPD is to secure the obligation not to specify matters of design that are all ready adequately provided for in other guidance. No change.</p> <p>See comments above re balancing and maximising the use of land. No change</p> <p>The 4sqm standard needs to be seen in the context of Harrow's existing 1.8sqm per child provision. It therefore represents more than double the current level of provision. Comments re 'No ball games allowed' are noted but this also relates to residential amenity impacts and why Council's preference is to design space into development specifically for such active uses or to make improvements to local play space to better accommodate them. No change.</p> <p>The Council considers that the child yields are robust. These are based on a number of independent studies taken of developments a number of years after their initial occupation to profile average child populations of established developments based on different housing types and tenures. No change.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 12 Public Art Totally supported. It is to be hoped that local artists especially will be used.</p>	<p>The support is noted.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 13 Community Safety 13.1 Totally supported but also needed are facilities for teenage activities of different kinds. Bored teenagers look for mischief. We have lost a bowling alley, what indoor facilities will there be for the young and what cultural ones for the more mature. A decent sized hall for mixed attractions is badly needed in Harrow/Wealdstone. The writer has seen the loss of most cinemas, 2 theatres (Kodak and Harrow Coliseum), many halls attached to pubs and other Kodak facilities that were available for public use.</p>	<p>Strategic community facilities such as leisure centres and community halls etc are to be provided for through Harrow's Community Infrastructure Levy as they serve the wider population not just the residents of a development. Bowling alleys and cinemas are not community infrastructure but rather commercial developments and therefore not appropriate to a planning obligation or CIL for provision. No change.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 14 Historic Environment. Supported. Many lovely buildings have been destroyed, let us lose no more.</p>	<p>Support is noted.</p>
Kingsfield Estate Resident's Action	<p>Chapter15 Employment and Training Can we not insist on reintroducing Youth Employment centres locally?</p>	<p>These comments are beyond the scope of the consultation on SPD. No change.</p>

Consultee	Comment Made	Council's Response
Group	<p>15.2 Harrow has lost too much industry. The Kodak site should have remained an industrial site instead of for housing. Was any effort made to find another industry that could have utilised the site?</p> <p>The figure of unemployed working age residents is of concern, especially if they are employable. Have we an Officer in the Council whose job is to seek out industrial players? We have a workforce it seems, the Kodak site, and good railway connections and proximity to London. A brewery, Dysons, pharmaceutical firm, engineering, textiles, chemicals, were they sought? We have lost so much in Harrow and it is to be wondered if Harrow is at fault here? There is a definite loss of Employers.</p> <p>Central Harrow is not attractive to shop in at the moment. There is conflict between traffic and pedestrians and an unpleasant environment. Only investment will change that. Parking is expensive and there are too many vigilant Parking Attendants. Better shops are needed to attract people, we need a replacement of Somertons. Debenhams has narrowed its range of merchandise e.g. china and cutlery and haberdashery – perhaps a rethink on their part may help.</p> <p>15.4 What is needed is a new Industrial Revolution and new industry and ideas. Stop importing so much and make more at home e.g. kettles, saucepans, clothes, knitwear, electrical goods. Engineers are required to make things and less shop assistants selling imported goods.</p> <p>15.5 Skills and developments – good if the developers give apprenticeships in bricklaying, plastering and so forth to local youngsters as promised in 15.10?</p> <p>15.13. Apprenticeships in other skills needed, e.g. electronics (we once had Marconi didn't we?)</p> <p>It seems that we are too dependent on big Developers for money to train the young. Once Harrow had many small builders, there were 3 in Headstone Road/Harrow View and many in Lowlands Road, plus many others scattered around- all gone- as the ground was worth more with planning permission for a housing project. Permission was given without thought for the lost jobs.</p> <p>Chapter 16 Sustainable Design and Construction</p> <p>Harrow Environmental Forum supports everything that helps to preserve this planet and reduce climate change. It just wishes that it did not have to depend constantly on s106 agreements. The next generation will face many difficulties that we have caused; we owe it to them to mitigate those difficulties. Therefore, we agree with this policy and all of Chapter 17</p> <p>Chapter 18 Flood Risk</p> <p>Harrow is a critical flood area. The amount of front gardens disappearing</p>	<p>This is the intention of the obligation sought by the SPD. No change.</p> <p>The obligation has to relate to the impacts of the development. Therefore skills training in electronics would not be appropriate to development in Harrow, and therefore legally we could not require it. No change.</p> <p>Noted but again outside of the scope of the SPD to address. No change.</p> <p>Support is noted</p> <p>Noted but again it is beyond the scope of the SPD to address the development of front gardens, especially retrospectively. No change</p>
Kingsfield Estate Resident's Action Group		
Kingsfield Estate Resident's Action		

Consultee	Comment Made	Council's Response
Group	<p>under various coverings is to be deplored. The Mayor is being busy planting trees, whilst many are uprooted from front gardens. Every front garden should have greenery, by law- it absorbs dangerous PM 10 particles and returns oxygen to the air after absorbing carbon dioxide. Sustainability is talked about but not sufficiently practised. Is Harrow being vigilant enough? Again, flood risk mitigation measures are all too dependent on s 106 agreements. Should they be is the question? Too many flood pictures appear now on TV. The Government and the London Assembly must seriously address this. Floods probably cost more money that their prevention.</p>	<p>Planning obligations are key source of delivery and funding for on and off-site flood mitigation works to benefit the development site as well as existing developments within the flood ctachment. The Council agrees that further central funding for flood mitigation should be given be the regional and central government but again this is outside the scope of the SPD to address. No change.</p>
Kingsfield Estate Resident's Action Group	<p>Chapter 19 Biodiversity St George's Field, Headstone, did not have an Environmental Impact Assessment: it has cost the Community dearly to pay for this omission. It was Eric Pickles department that told us we had a case. Can the Council assure the Public that no open spaces will be built upon without an EIA? . Harrow is all talk and no action on many biodiversity issues. Wild animal life is disappearing, especially bird life. Bats are in peril on St. George's field. Hedgehogs, once a common sight in gardens, are rarely, if ever, seen. Insect and amphibian life is also in peril as habitat disappears under bricks and mortar- and that includes front gardens. While local authorities are dependent on developers for s 106 monies to preserve biodiversity is it going to happen? Many think not. Gone are the days when a local authority can fund the buying of a field. If we are not careful, London will have little or none wild life because s 106 was insufficient. Therefore 19.5 and 19.6 are pipe dreams. If a Developer does find a crested newt on the land he will probably kill it, so he can build on it.</p>	<p>While the comments are noted these go beyond the scope of the consultation on planning obligations. No change.</p>
Mayor of London	<p>Housing As discussed with you on 2 September 2013, the Harrow Planning Obligations and Affordable Housing SPD includes a reference the Council's Tenancy Strategy within paragraph 6.17. Having reviewed the Tenancy Strategy, my officers note that this document details suggested rent caps for affordable rented housing. As you are aware, the Mayor is keen to ensure that rent caps are not imposed via planning policy. Whilst it is acknowledged that rent caps are not explicitly included within the SPD, GLA officers are of the view that the current referencing of the Tenancy Strategy within the document constitutes an attempt to bring rent caps into the planning system. Such an approach is not in general conformity with the</p>	<p>Following further discussion with GLA officers the Council has agreed to delete that section of the SPD and the reference to the Council's adopted Tenancy Strategy.</p>

Consultee	Comment Made	Council's Response
Mayor of London	<p>London Plan and the Revised Early Minor Alterations - which are clear that rent caps should not be imposed as they impede the maximisation of affordable housing delivery. In line with meeting discussions, GLA officers also query the wording of paragraph 6.18 - which appears to suggest that the Council is seeking to impose rent controls through the development management process.</p> <p><u>Resolving the matter</u></p> <p>Having discussed the above issue with the Harrow Place Shaping Team and Harrow Housing Team, GLA officers welcome the Council's agreement on 17 September 2013 to remove all reference to the Harrow Tenancy Strategy within the Planning Obligations and Affordable Housing SPD. This will ensure that rent caps are not introduced into Harrow's Local Plan. In line with the agreed resolution, the Council has undertaken to delete paragraphs 6.15 through to 6.19 of the SPD, and to remove any footnotes/references associated with these paragraphs. This is supported, and subject to the above modifications, GLA officers are satisfied that the SPD is in general conformity with the London Plan.</p> <p>Climate change</p> <p>As recently discussed, the Council is invited to consider using this SPD as a vehicle for establishing planning obligations to off-set carbon dioxide emissions where the targets set out in the London Plan are not met. Further information on this approach, including advice with respect to setting a localised cost per unit of carbon dioxide, is provided within the Mayor's draft revised Sustainable Design and Construction SPG. This SPG is available to review on the GLA website here: www.london.gov.uk/priorities/planning/consultations/draft-sustainable-design-and-construction, and is open for public consultation until 21 October 2013. GLA officers would welcome the opportunity to discuss this further with the Council if/as required.</p>	<p>Unfortunately, the Council considers it too late in the day to consider introducing a carbon off-setting obligation. However, the SPD will be subject to regular review, providing the opportunity to include such an approach in the future. No change.</p>
Harrow Environmental Forum	<p>Chapter 2 background page 4, 2.1 Increased population is making Harrow a place that people want to leave. That goes for all of London, which has lost over 200,000 indigenous people, which puts pressure on the surrounding countryside. This is due to the loss of Open Space e.g. building on playing field and parts of the Green belt. An example is Kodak's playing fields. We find the CIL on "net additional space" to be unclear. What effect will this have on (presumably only new) developments.</p>	<p>The comments regarding reviewing Harrow's strategy for managing growth, alongside those regarding overcrowding, are outside the scope of the SPD to address, which is required to supplement Council's adopted policy on planning obligations. No change.</p> <p>The CIL legislation dictates that CIL is payable only on the net increase in floorspace – this is not set by the Council. Details on the operation of the CIL are provided on the Council's website.</p>

Consultee	Comment Made	Council's Response
Harrow Environmental Forum	<p>We were very concerned that the Bristol Inspectorate did NOT support the Local Community in its desire to protect the views of Harrow on the Hill. London Plan, 3.8</p> <p>Customers for small shops and local retail require adequate car parking without prohibitive charges. The Government Minister, Eric Pickles, suggestion of a short, penalty free time is a necessary step to local shopping, and should be considered.</p> <p>Chapter 4 Procedural Issues.</p> <p>4.9 If developer is forced to increase size/volume of the development (result in underdevelopment”), why should CIL be applied to this increase?</p> <p>4.21 This is of concern; why is the period of repayment so long? Inflation will reduce its value and if all paid initially the Local Authority has the money and there will be no delay in maintenance.</p> <p>4.41 What is the definition of “potential strategic importance”? does it include housing?</p> <p>4.52 Who pays for the independent expert?</p> <p>4.61 Has it still to be realised that the better method of housing the low paid is by Council Housing.</p>	<p>This is beyond the scope of the SPD to address. No change.</p> <p>This is again beyond the scope of the SPD to address. No change.</p> <p>Para 4.9 addresses the situation where a developer may seek to develop out a large site in parcels, thereby trying to avoid development thresholds such as affordable housing, which applies to developments of 10 or more residential dwellings. Likewise some developers will promote a scheme for 9 units when the site can accommodate 10 or more units but to do so would then trigger the requirement for affordable housing. To ensure developers do not seek to circumvent the required policy requirements, the SPD clarifies that, in such instances, the Council will consider the site in its entirety and its development capacity. The application of CIL is not a primary issue in this respect. No change.</p> <p>Often, the level of financial contribution received by means of planning obligations, are not in themselves sufficient to deliver the infrastructure and therefore other funding is required either from other developments or from public sources. This can take time and therefore the 10 year period for return of funds is commonly used. No change.</p> <p>Agreement is noted. No change.</p> <p>These are application that are referable to the Mayor of London under the Town and Country Planning Order 2008 and include proposals for 150 residential units or more; or 15,000sqm of floorspace; or would exceed 30m in height. Add a footnote to provide a link to the 2008 Order.</p> <p>The cost of an independent appraisal is met by the developer. No change.</p> <p>The current legislative and national funding mechanisms by which affordable housing is delivered is via private sector development and registered local landlords. In this context the Council is a third party facilitator but not a deliverer or owner of the housing. This is being address to a certain extend through Council's new powers to manage their receipts from their own housing stock but again this is countered by other government initiatives such as 'right to buy', which take social housing out of the Council's stock. No change.</p> <p>Noted</p> <p>Add footnote on the definition of 'intermediate housing products'</p>
Harrow Environmental Forum	<p>6.6 We are glad that it is acknowledged that low income groups are adversely affected.</p> <p>6.11 A definition of “intermediate housing products” would be helpful.</p>	

Consultee	Comment Made	Council's Response
	<p>Without this the 60% - 40% figures we cannot comment on.</p> <p>6.23 Three bedroom houses should be the norm. Room sizes must be adequate. It is recorded that Britain has the smallest homes in Europe. Minimum sized rooms must be placed in regulations and adhered to, with penalties if they are not.</p> <p>6.26 If the land value is deemed too high who decides this? Will the developer proceed if the land value is not agreeable?</p> <p>6.30 Please define "mixed-use" to avoid any misunderstanding</p> <p>6.46 Definition of perpetuity please. Understand it is now 35 years?! What is RP?</p>	<p>The requirement in the Local Plan is for a mix of housing to be provided to provide housing choice. The London Plan includes minimum internal space standards for new residential dwellings. No change.</p> <p>The purpose of undertaking a viability appraisal is to determine whether the costs of the proposed development are reasonable. If a developer has paid too much for the land, and cannot therefore afford to meet the policy requirements of the Local Plan, then the appraisal will highlight this and enable the Council to refuse the application on the grounds that the application does not represent a sustainable development as it is unable to mitigate its impacts. No change</p> <p>Mixed use is a development that comprises more than one form of land use (e.g. office and retail uses within the same building or development) Add footnote to this effect.</p> <p>Perpetuity is not defined as its means in perpetuity and is not limited to a period. RP means Registered Provided, which is given in full in the preceding sentence. No change.</p>
<p>Harrow Environmental Forum</p>	<p>Chapter 7 Transport and Highways.</p> <p>Traffic in Harrow is denser than ever. Bad driving is on the increase. Harrow was built for a different age. It is now difficult to shop, bank, post a parcel, walk a dog without a car. Improve local shopping areas- once all one's needs were met within walking distance.</p> <p>Cycling has to be made safer: cycling routes just disappear and cars are parked on them. We need safe routes to essential places such as stations.</p> <p>7.7 Query the need for shower facilities.</p> <p>Double yellow lines outside GP surgeries are not necessary in most cases and appear to be there solely for revenue purposes. Elderly, disabled and sick patients cannot be expected to attend on cycles or bus.</p> <p>7.8 Vague. Open to wide interpretation.</p> <p>7.9 In-depth local consultation is vital.</p> <p>7.11 Is this workable? How about the disabled and elderly who need personal</p>	<p>Comments regarding improvements to shopping areas are noted but are outside the scope of the SPD, which seeks solely to ensure Council can mitigate the transport impacts of individual schemes. No change.</p> <p>Again the comments regarding cycling facilities are noted but the role of the SPD is simply to secure provision of new cycling routes rather than to specify its design and layout. No change.</p> <p>The need for shower facilities is to help promote cycling as an alternative to the car, enabling people to freshen up once at work. No change.</p> <p>The comments regarding double yellow lines are noted but are outside of the control of the SPD. No change.</p> <p>Para 7.8 provides a list of potential Highways works that may be required of development. We agree that is open to wide interpretation as the intention is to mitigate the impacts of a specific development proposal, and these may vary widely depending on how the development site is to interact with the public highway and the conditions of the highway at that particular location. No change</p> <p>Noted</p> <p>All are practical and workable propositions which the Council has already</p>

Consultee	Comment Made	Council's Response
	<p>transport? Allowance for some groups is surely needed. Car owners are being victimised by Councils – Govt. Minister Eric Pickles. See 3.8 also.</p> <p>7.12 Car clubs may well be the answer but maintenance may be expensive. People maltreat cars not their own and have no worries about car insurance claims. Is this practical?</p>	<p>secured in previous s106 agreements. It should however be noted that the controls over parking do not apply to the requirements for development to make provision for disabled car parking on-site. Add footnote to provide clarity on this matter.</p> <p>Allowances can be made for some groups but again the purpose of the use of obligations are to mitigate impacts, so such impacts would need to be taken into account and Council would need to agree that they were acceptable without mitigation. No change.</p> <p>Car clubs are financially sound and models across London are successful. Issues of abuse of vehicles are typically addressed through the user contracts and insurance is covered in the cost of annual fees and use charging rates. No change.</p>
<p>Harrow Environmental Forum</p>	<p>Chapter 8 Public Rights of Way Support all of this; too often rights of way are made difficult or impossible to negotiate.</p> <p>Chapter 9 Public and Open Space The link to health and access to see and visit open Space has been well proven. We need more open Green Space in Harrow- not less. Kodak is accessible by walking from central Harrow by children and should not be built upon. Making a playing field able to be played on twice a day or more, will do little to help the loss of playing space- especially on winter short days. It may help a little but there is a limit to what a ground can provide. It is short termism. Also, if despite objections you allow this, do not allow over 50 % development for a postage stamp sized piece of green space. There must be a limit, such as 30%, or less, according to size of green space.</p>	<p>Support and comments are note</p> <p>The Harrow Local Plan includes the presumption against the net loss of existing open space. The purpose of Chapter 9 of the SPD is to seek to secure the provision of new open space, should a development proposal lend itself to such provision. While the comments regarding past development approvals are noted, they are outside of the scope of the SPD to re-address. No change.</p>
<p>Harrow Environmental Forum</p>	<p>Chapter 10- Amenity Space 10.1 A great idea, but we need them close to where people live. Where is the land available? If it at the cost of allowing development on a large part of it to obtain it, residents might prefer the open space just to look at and be a nature reserve. 10.3 A figure please and a definition of “adequate amenity space”. 10.5 A FIVE square metre is pathetic. It is hardly room for a table and 2 chairs and a potted plant or two. It is less than many a patio. Growing their own vegetables will be a dream only. 10.6 Unclear how a “commuted sum” may improve access to local parks.</p>	<p>As stated at paras 10.2 – 10.5, the policy requirement is for the provision of amenity space on the development site. Only where this cannot be accommodated, should off-site contributions or provision be considered. Any financial contribution will be used to improve the quality of local parks that serve the development site. No change.</p> <p>The standard of amenity space provision is given in para at 10.5. No change.</p> <p>Noted</p> <p>This is the agreed standard for London and the Council has no local evidence on which to prescribe an alternative standard. No change.</p> <p>Funding could be used to provide a new entrance to the park or by improving the surfacing within the park making it more accessible to a wider portion of the population.</p>

Consultee	Comment Made	Council's Response
Harrow Environmental Forum	<p>10.8 This is good but please remember that toddlers need open, secure places to play and not spend their time in front of a T.V. Surely the aims of Public Health clash with this policy if insufficient play space is NOT available.</p> <p>Chapter 11 Children's Play Space 11.4. Can we add the word SAFE to onsite children's play place. But toddlers still need <i>private play space, within parental supervision.</i> 11.7 4 metres square per child or is it 2 metres by 2 metres? Seems low. If the Mayor's guidance sets a 10 m2, surely 4m2 is inadequate.</p>	<p>Chapter 11 of the SPD deals specifically with the provision of children's play space, whilst chapter 10 is only concerned with amenity space – the two are very different. No change.</p> <p>The intention of the SPD is to secure the obligation not to specify matters of design that are all ready adequately provided for in other guidance. No change.</p> <p>The 4sqm standard needs to be seen in the context of Harrow's existing 1.8sqm per child provision. It therefore represents more than double the current level of provision. To require developers to provide significantly in excess of this is likely to fail the legal tests for securing obligations (see para 3.5) – namely the requirement for obligations to be fairly and reasonably related in scale and kind to the development. No change.</p> <p>Support is noted</p>
Harrow Environmental Forum	<p>Chapter 12 Public Art Totally supported. It is to be hoped that local artists especially will be used.</p>	<p>Support is noted</p>
Harrow Environmental Forum	<p>Chapter13 Community Safety 13.1 Totally supported but also needed are facilities for teenage activities of different kinds. Bored teenagers look for mischief. We have lost a bowling alley , what indoor facilities will there be for the young and what cultural ones for the more mature. A decent sized hall for mixed attractions is badly needed in Harrow/Wealdstone. The writer has seen the loss of most cinemas, 2 theatres(Kodak and Harrow Coliseum), many halls attached to pubs and other Kodak facilities that were available for public use.</p>	<p>Strategic community facilities such as leisure centres and community halls etc are to be provided for through Harrow's Community Infrastructure Levy as they serve the wider population not just the residents of a development. Cinemas, and to a certain extent, theatres, are not community infrastructure but rather commercial developments and therefore not appropriate to a planning obligation or CIL for provision. No change.</p>
Harrow Environmental Forum	<p>Chapter 14 Historic Environment. Supported. Many lovely buildings have been destroyed, let us lose no more</p>	<p>Support is noted</p>
Harrow Environmental Forum	<p>Chapter15 Employment and Training 15.2 Harrow has lost too much industry. The Kodak site should have remained an industrial site instead of for housing. Was any effort made to find another industry that could have utilised the site? The figure of unemployed working age residents is of concern, especially if they are employable. Have we an Officer in the Council whose job is to seek out industrial players? We have a workforce it seems, the Kodak site, and good railway connections and proximity to London. A brewery, pharmaceutical firm, engineering, textiles, chemicals, were they sought? We have lost so much in Harrow and it is to be wondered if Harrow is at fault here? There is a definite loss of Employers. Central Harrow is not attractive to shop in at the moment. There is conflict between traffic and pedestrians and an unpleasant environment. Only</p>	<p>These comments are beyond the scope of the consultation on SPD. No change.</p>

Consultee	Comment Made	Council's Response
	<p>investment will change that. Parking is expensive and there are too many over-vigilant Parking Attendants. Better shops are needed to attract people.</p> <p>15.5 Skills and developments – good if the developers give apprenticeships in bricklaying, plastering and so forth to local youngsters as promised in 15.10? 15.13. Apprenticeships in other skills needed, e.g. electronics.</p>	<p>This is the intention of the obligation sought by the SPD. No change. The obligation has to relate to the impacts of the development. Therefore skills training in electronics would not be appropriate to development in Harrow, and therefore legally we could not require it. No change.</p> <p>Support is noted</p>
Harrow Environmental Forum	<p>Chapter 16 Sustainable Design and Construction</p> <p>Harrow Environmental Forum supports everything that helps to preserve this planet and reduce climate change. It just wishes that it did not have to depend constantly on s106 agreements. The next generation will face many difficulties that we have caused; we owe it to them to mitigate those difficulties.</p>	<p>Noted but again it is beyond the scope of the SPD to address the development of front gardens, especially retrospectively. No change</p>
Harrow Environmental Forum	<p>Chapter 18 Flood Risk</p> <p>Harrow is a critical flood area. The amount of front gardens disappearing under various coverings is to be deplored. The Mayor is being busy planting trees, whilst many are uprooted from front gardens. Every front garden should have greenery, by law- it absorbs dangerous PM 10 particles and returns oxygen to the air after absorbing carbon dioxide. Sustainability is talked about but not sufficiently practised.</p> <p>Again, flood risk mitigation measures are all too dependent on s 106 agreements.</p>	<p>New development increases the risk of flooding and therefore it is appropriate to use planning obligations to mitigate this potential impact. No change.</p>
Harrow Environmental Forum	<p>Chapter 19 Biodiversity</p> <p>St George's Field, Headstone, did not have an Environmental Impact Assessment: it has cost the Community dearly to pay for this omission. It was Eric Pickles department that told us we had a case. Can the Council assure the Public that no open spaces will be built upon without an EIA? Harrow refused to withdraw the planning permission to build on this Greenfield site so a court case is needed.</p> <p>Harrow is all talk and no action on many biodiversity issues. Wild animal life is disappearing, especially bird life. Bats are in peril on St. George's field. Hedgehogs, once a common sight in gardens, are rarely, if ever seen. Insect and amphibian life is also in peril as habitat disappears under bricks and mortar- and that includes front gardens.</p>	<p>While the comments are noted these go beyond the scope of the consultation on planning obligations. No change.</p>

Appendix 1 – Consultation Notice and Public Notice

Planning and Compulsory Purchase Act 2004
The Town and Country Planning (Local Development) (England) Regulations 2012
Harrow Planning Obligations Supplementary Planning Document
Regulation 12: Public Participation
Regulation 13: Representations on Supplementary Planning Documents

Harrow Council is planning to introduce its Community Infrastructure Levy (CIL) on 1st October 2013. Harrow's CIL is intended to contribute towards the funding of strategic infrastructure required to support growth, including healthcare facilities, schools and public transport enhancements. However, planning obligations (S106 Agreements) will remain to secure affordable housing provision as well as to mitigate site specific impacts made necessary by the proposal, ensuring the development is acceptable in planning terms.

The SPD will supplement adopted Development Management Policy DM50. The purpose of the SPD is to help clarify the role between CIL and planning obligations and to clarify the types of planning obligations that the Council may seek in addition to CIL depending on the nature of the development proposal and site circumstances. It is also intended to help applicants to make successful applications by clearly outlining the Council's procedures for the negotiation of obligations alongside the Council's consideration of the planning application.

The draft SPD is published for public consultation from **11th July to 5th September 2013**. A copy of the draft SPD is available to view at Harrow Civic Centre and at each of the Borough's libraries (see table below). It can also be viewed via the Council's website:

www.harrow.gov.uk/spd

Representations on the draft SPD may be sent to the following postal and e-mail addresses:

Local Plans Team
 Harrow Council
 Room 301, Civic Centre
 Station Road
 Harrow
 HA1 2XF
ldf@harrow.gov.uk

The draft SPD is also available to view via the Council's online consultation portal. Representations may also be made via the portal:

<http://harrow.limehouse.co.uk/portal/>

The closing date for representations is 5pm on **Thursday 5th September 2013**.

Address	Opening Times	Address	Opening Times
Civic Centre Reference Library Station Road, Harrow, HA1 2JU	Mon- Thurs 9:30am – 8:00pm Fri 9:30am – 5:30pm Sat 9:00am – 5:00pm	Pinner Library Marsh Road Pinner HA6 5NQ	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm
Gayton Central Lending Library Garden House, 5 St John's Road, Harrow, HA1 2EL	Mon- Thurs 9:30am – 8:00pm Fri 9:30am – 5:30pm Sat 9:00am – 5:00pm	Rayners Lane Library 226 Imperial Drive, Rayners Lane, HA2 7HU	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm
Bob Lawrence	Mon 9:00am – 5:30pm	Roxeth Library	Mon 9:00am – 5:30pm

Library 6-8 North Parade, Millson Way, Edgware, HA8 5QH	Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm	Northolt Road, South Harrow, HA2 8EQ	Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm
Hatch End Library Uxbridge Road, Hatch End HA8 4EA	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm	Stannore Library 8 Stannore Hill, Stannore, HA7 3BQ	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm
Kenton Library Kenton Lane, Kenton, HA3 8UJ	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm	Wealdstone Library The Wealdstone Centre, 38/40 High Street, Wealdstone, HA3 7AE	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm
North Harrow Library 429-433 Pinner Road, North Harrow, HA1 4NH	Mon 9:00am – 5:30pm Tues, Thurs 9:00am – 8:00pm Weds Closed Fri 9:00am – 1:00pm Sat 9:00am – 5:00pm	Harrow Civic Centre (duty planner office) Station Road Harrow HA1 2XF	Mon-Fri 9:00am - 5:00pm

If you have any queries please email ldf@harrow.gov.uk or contact the Local Plans Team on tel. 020 8736 6082.

Matthew Paterson
Head of Planning Policy
3rd July 2013

Planning and Compulsory Purchase Act 2004
The Town and Country Planning (Local Development) (England) Regulations 2012

Harrow Planning Obligations Supplementary Planning Document

Regulation 12: Public Participation

Regulation 13: Representations on Supplementary Planning Documents

Harrow Council is planning to introduce its Community Infrastructure Levy (CIL) on 1st October 2013. Harrow's CIL is intended to contribute towards the funding of strategic infrastructure required to support growth, including healthcare facilities, schools and public transport enhancements. However, planning obligations (s106 Agreements) will remain to secure affordable housing provision as well as to mitigate site specific impacts made necessary by the proposal, ensuring the development is acceptable in planning terms.

The SPD will supplement adopted Development Management Policy DM60. The purpose of the SPD is to therefore to help clarify the role between CIL and planning obligations and to clarify the types of planning obligations that the Council may seek in addition to CIL depending on the nature of the development proposal and site circumstances. It is also intended to help applicants to make successful applications by clearly outlining the Council's procedures for the negotiation of obligations alongside the Council's consideration of the planning application.

The draft SPD is published for public consultation from 11th July to 6th September 2013. A copy of the draft SPD is available to view at Harrow Civic Centre and at each of the Borough's libraries. It can also be viewed via the Council's website:

www.harrow.gov.uk/spd

Representations on the draft SPD may be sent to the following postal and e-mail addresses:

Local Plans Team
Harrow Council
Room 301, Civic Centre
Station Road
Harrow
HA1 2XF
ldf@harrow.gov.uk

The draft SPD is also available to view via the Council's online consultation portal. Representations may also be made via the portal:

<http://harrow.limehouse.co.uk/portal/>

The closing date for representations is **5pm on 6th September 2013**

If you have any queries please email ldf@harrow.gov.uk or contact the Local Plans Team on tel. 020 8736 6082.

Matthew Paterson
Head of Planning Policy
3rd July 2013

Appendix 2 – Letter to Consultees



Giles Dolphin
Greater London Authority,
City Hall
The Queen's Walk
London
SE1 2AA

Planning Services
Harrow Council
8 July 2013

Dear Sir / Madam,

Harrow Local Plan – Planning Obligations Supplementary Planning Document (SPD) Public Consultation 11th July – 5th September 2013

I am writing to invite you to take part in the public consultation on Harrow's Draft Planning Obligations SPD.

The proposed SPD will supplement adopted Development Management Policy DM60 which states that Planning Obligations will be sought on a scheme-by-scheme basis to secure the provision of affordable housing, and to ensure that development proposals provide or fund improvements to mitigate site specific impacts made necessary by the proposal.

The purpose of the draft SPD is to clarify the types of site specific obligations, such as affordable housing, that the Council might seek in addition to Harrow's forthcoming Community Infrastructure Levy (to commence 1st October 2013), depending on the nature of the development, the likely impacts to arise, and the need for obligations to mitigate these.

In addition to simply providing a list of potential obligations, a key objective of the SPD is to clarify the Council's procedures in respect of securing planning obligations. This is to aid in the effective functioning of the planning application process.

Upon adoption, the SPD will be a material consideration in the determination of planning applications and appeals for all development. This consultation therefore represents an important opportunity for you to tell us what you think about the draft Planning Obligations SPD and to suggest any changes for the final version.

The consultation will close at 5pm on 5th September 2013. Please note that any response received after the close of the consultation may not be taken into account.

You can take part in this consultation by:

- Leaving comments online at <http://harrow-consult.limehouse.co.uk/portal/planning>
- Email – ldf@harrow.gov.uk

Harrow Council, Planning Department, P O Box 37, Civic Centre, Station Road, Harrow, HA1 2UY
tel: 020 8736 6069 email info@harrow.gov.uk web www.harrow.gov.uk

- Post - Harrow Council Local Plan Team, Planning Department, 3rd Floor Civic 1, Civic Centre, P O Box 21, Harrow, HA1 2UJ.

The Planning Obligations SPD is available to view:

- Online – www.harrow.gov.uk/planning
- At all Borough Libraries
- By request at Harrow Civic Centre

The Planning Obligations SPD was subject to a 'screening opinion' as required by the Environmental Assessment of Plans and Programmes Regulations (2004). The screening opinion concludes that the SPD does not need to be subject to strategic environmental assessment, as it only constitutes further guidance to the adopted policy of the Development Management Policies Local Plan (2013).

After this public consultation, the Council will consider all representations received and make changes to the Planning Obligations SPD where appropriate. Subject to the approval of the Council's LDF Panel and Cabinet, it is intended that a final version of the SPD will be adopted in October 2013.

The Council keeps under continuous review its policies and practices to ensure that services are being delivered in the most cost effective manner. As part of this consultation, over 800 letters were sent out to contacts on our Local Plan database, for whom the Council has no e-mail address.

In the future we would like to send as many notifications as possible electronically for consultations on Local Plan matters. Therefore, if you have an email address and do not mind receiving notifications of consultation events via email, please can we request that you email us at ldf@harrow.gov.uk from your preferred email address with the subject 'Consultation Update', so that we can amend our database details for you.

Yours faithfully,

Matthew Paterson
Head of Planning Policy
Harrow Council

This page is intentionally left blank

1. Introduction	3
2. Background	4
3. Legislative and Planning Policy Context	6
4. Procedural Issues	8
5. Reporting and Monitoring	16
6. Affordable Housing	17
7. Transport and Highways	23
8. Public Rights of Way	25
9. Public Open Space	26
10. Amenity Space	27
11. Children's Play Space	28
12. Public Art	29
13. Community Safety	29
14. Historic Environment	30
15. Employment and Training	31
16. Sustainable Design and Construction	35
17. Decentralised Energy Networks	36
18. Flood Risk	37

19. Biodiversity	38
Appendix 1 Child and Occupancy Yields	39
Appendix 2 Mix of Units for Affordable Housing	40
Appendix 3 Schedule of Inputs Required for Viability Appraisal	41
Appendix 4 Off Site Calculator Appraisal User Notes and Principals	42
Appendix 5 Employment and Training Agreement	44

Chapter 1 Introduction

Purpose of this document

1.1 The purpose of this document is to clearly set out the Council's approach, policies and procedures in respect of the use of planning obligations. It has been prepared as a 'Supplementary Planning Document' (SPD) to support Policy DM50: *Planning Obligations* of Harrow's Local Plan.

Policy DM 50 Planning Obligations

A. Planning obligations will be sought on a scheme-by-scheme basis to secure the provision of affordable housing in relation to residential development schemes, and to ensure that development proposals provide or fund improvements to mitigate site specific impacts made necessary by the proposal.

B. Applications that fail to secure an appropriate Planning Obligation to make the proposal acceptable will be refused.

While the introduction of Harrow's Community Infrastructure Levy will ensure that new development helps to fund the cost of new or enhanced strategic infrastructure, the use of planning obligations can ensure that any site specific impacts are appropriately mitigated, thereby ensuring the new development is acceptable in planning terms.

While the Council expects most impacts of development to be mitigated through good design and layout, in accordance with Policy DM1, some impacts are likely to require physical works or other forms of improvement to mitigate them. However, the nature of site specific impacts means they vary widely depending on the site, its local context, and the nature of the development proposed. Therefore, beyond the requirements for affordable housing, it is not possible to ascribe a set of circumstances under which certain types of obligations will be sought as a norm. To assist developers and others to understand what types of obligations may be sought, and how these may be best met, the Council is preparing a Planning Obligations SPD.

1.2 The aim of the SPD is to:

- Aid the smooth functioning of the planning application process by making developers and landowners aware of the procedures for securing planning obligations, including the provision of affordable housing;
- Clarify the types of planning obligations that may be sought depending on the nature of the development proposal and site circumstances;
- Clarify the relationship between planning obligations, planning conditions and the Council's Community Infrastructure Levy; and
- Help to deliver good quality sustainable development that accords with the policies and requirements of the Harrow Local Plan.

1.3 The obligations listed in this SPD are those that might be expected given the types of development provided for by the Local Plan. However, it should be noted that other types of obligations, not covered within this SPD, may be required to mitigate a specific development's impacts.

Status of the document

1.4 The SPD on planning obligations is a material consideration in the determination of planning applications. The policy that the SPD supplements has been subject to Sustainability Appraisal. The SPD itself has been prepared in accordance with the requirements of the Planning and Compulsory Purchase Act 2004 (as amended) and having regard to the National Planning Policy Framework (paragraph 153). The SPD was the subject of public consultation from 11th July 2013 to 5th September 2013. The consultation was undertaken in accordance with Council's Statement of Community Involvement and the comments received were considered and amendments made to take these into account. The SPD has also been screened and the Council has determined that a full Strategic Environmental Assessment is not needed.

Chapter 2 Background

Mitigating the impact of new development

2.1 In Harrow a minimum of 6,050 new homes are planned to be built and 4,000 new jobs created by 2026. This growth will result in increased pressure on local infrastructure, services and facilities, creating demands for new provision. The Council and developers have a responsibility, through the planning process to manage the impact of this growth and ensure that any harm caused by development is mitigated and that the necessary infrastructure is provided.

2.2 The infrastructure required to support Harrow's planned growth has been identified in the Council's Infrastructure Delivery Plan (IDP). The council expects new development to contribute to site related and wider infrastructure needs through a combination of the following mechanisms:

- Planning conditions (site/development related);
- Planning obligations to secure developer contributions or works in kind e.g. s106 Agreements (site/development related);
- Community Infrastructure Levy (strategic local and borough-wide infrastructure).

Planning Conditions

2.3 Planning conditions are requirements made by the local planning authority, in the granting of planning permission, to ensure that certain actions or elements related to the development proposal are carried out. Planning conditions are likely to cover, amongst other things, the submission of reserve matters; controls over the materials to be used; controls over the occupation of new buildings or further stages of development until certain other actions are completed; the requirement to undertake further investigations as work proceeds (e.g. archaeological recording); construction in accordance with the submitted method statement; and the requirement to implement works in accordance with the submitted plans such as landscaping, tree planting, drainage works etc; and requirements for the certification of works following completion.

2.4 Where there is a choice between imposing planning conditions and entering into a planning obligation to manage the impacts of a new development, the use of planning conditions is always preferable.

Planning Obligations

2.5 Development standards, such as those prescribed in local planning policy, and site specific works, are an integral part of the acceptability of a development proposal in planning terms and are normally required to be implemented as part of the delivery of a development scheme. Where a development proposal does not meet the standards required of local planning policy, it may be possible to make acceptable development proposals which might otherwise be unacceptable through the use of planning obligations.

2.6 Planning obligations are used to secure measures which are essential for the development to proceed and measures which are required to mitigate the impact of the development. Planning obligations do this through:

- Prescribing the nature of a development (e.g. by requiring a proportion of affordable housing);
- Securing a contribution from a developer to compensate or re-provide for loss or damage created by a development (e.g. through the transfer of land, the requiring of a cash payment to be made, or new habitats to be created etc); and
- Mitigating a development’s impact on the locality (e.g. through the securing of environmental improvements and the provision of both on and off-site infrastructure and facilities to serve the development such as new roads or junction improvements which, without the proposed development taking place, would not necessarily be required).

2.7 The outcome of the use of planning obligations should be that the proposed development is brought into compliance with the Local Plan policies and that any development specific works are undertaken satisfactorily. Used properly, planning obligations can significantly increase the quality of development.

2.8 While planning obligations can secure benefits capable of mitigating the adverse impacts of a development, they cannot however, be used to make a bad application good where, for example, a scheme does not comply with the spatial strategy and land use principals of the Local Plan.

The Community Infrastructure Levy (CIL)

2.9 CIL is a levy (expressed as pounds per square metre) that is charged on the net additional floorspace created by certain types of new development within the Borough. The purpose of the levy is to help pay for strategic local and borough-wide infrastructure such as schools, transport, libraries, parks, leisure facilities and other strategic infrastructure that is needed to support new development and to create sustainable communities.

2.10 Harrow’s CIL will come into effect in August 2013. The CIL rates proposed are:

Use	Charge per sqm
Residential (Use Classes C3),	£110
Hotel (Use Class C1), Residential Institutions, except Hospitals, (Use Class C2), Student Accommodation, Hostels and HMOs (Sui Generis)	£55

Retail (Use Class A1), Financial & Professional Services (Use Class A2), Restaurants & Cafes (Use Class A3), Drinking Establishments (Use Class A4), Hot Food Take-aways (Use Class A5)	£100
All other uses	Nil

2.11 The above rates are exclusive of the Mayor of London’s CIL which is an additional £35 per square metre for development in Harrow, and has been applicable since 1 April 2012.

2.12 Further information on Harrow’s and the Mayor’s CIL is available on the Council’s website www.harrow.gov.uk/cil

S278 Highway Act 1980 Agreement

2.13 These are agreements, made under the Highways Act 1980 (as amended), to authorise works on the public adopted highway network that have been identified and determined as necessary for planning permission to be granted.. This SPD does not specify the circumstances in which a s278 agreement will be required. Requirements for s278 agreements will be negotiated separately, although often an obligations will be imposed as part of the s106 agreement to enter into a s278 agreement.

Chapter 3 Legislative and Planning Policy Context

Legislative

3.1 The legislative framework for planning obligations is set out in Section 106 of the Town & Country Planning Act 1990, as amended by Section 12 of the 1991 Planning and Compensation Act, and the Localism Act 2011.

3.2 In accordance with the Town & Country Planning Act, planning obligations:

- May be either positive, i.e. requiring a person to carry out a specified action, or negative, i.e. restricting a person from developing or using the land in a specified way;
- May be entered into either by agreement with the Local Planning Authority or by an undertaking by the developer to which the Local Planning Authority is not a party (e.g. unilateral undertaking);
- Must be entered into by means of a Deed;
- Must be registered as a local land charge (for the purposes of the Local Land Charges Act 1975);
- Run with the land and may be enforced against the person entering into it and against any successors in title; and
- Can be enforced by means of injunction.

3.3 Further detail on these aspects of planning obligations is provided in section 4 of the SPD.

3.4 Further statutory provisions are set out in Regulations 122 and 123 of the Community Infrastructure Levy Regulations 2010 (“the CIL Regulations”), as amended by the Community Infrastructure Levy (Amendment) Regulations 2011.

3.5 The CIL Regulations place into law for the first time, the Government's policy tests on the use of planning obligations. As of 6 April 2010 it became unlawful for a planning obligation to be taken into account when determining a planning application for a development, or any part of a development, if the obligation does not meet all of the following tests:

- a. necessary to make the development acceptable in planning terms;
- b. directly related to the development; and
- c. fairly and reasonably related in scale and kind to the development.

3.6 The above requirement seeks to clearly delineate the different roles that both CIL and planning obligations have, when used in tandem, to secure the delivery of social and physical improvements and infrastructure required of and to support new development.

National Policy

3.7 At the national level the National Planning Policy Framework (2012) (NPPF) sets out the Government's economic, environmental and social planning policies for England. Paragraphs 203 to 206 of the NPPF, deal with the use of planning conditions and planning obligations. These reiterate the tests for use of obligations set out in the CIL Regulations; uphold the long standing principal that planning conditions are preferable to planning obligations; and requires local planning authorities to ensure policies on planning obligations take account of changes in market conditions over time and, wherever appropriate, are sufficiently flexible to prevent planned development being stalled.

London Plan

3.8 The London Plan (July 2011) outlines the Mayor's approach to dealing with issues of strategic importance across London. Policy 8.2 specifically deals with planning obligations, and sets out that the Mayor of London will provide guidance on the preparation of frameworks for negotiating obligations in DPDs and the wish that there is a voluntary system of pooling contributions for the provision of facilities related to proposed developments. The policy also sets out that development proposals should address strategic as well as local priorities in planning obligations and that the areas of highest importance are affordable housing and the funding of Crossrail and other public transport improvements. Climate change, learning and skills, health facilities, childcare provisions and the provision of small shops are also raised as areas of high-importance to be addressed in planning obligations.

Local Plan

3.9 Harrow's Core Strategy was adopted in February 2012. Policy CS1 establishes the borough's overarching policies, many of which are likely to be relevant to the securing of planning obligations. These include Part D on the protection of heritage assets; Part E on the creation of safe and accessible communities; Part I on housing mix; Part J sets out the affordable housing requirements; Part K residential design; Part Z which requires new development and growth to be coordinated and phased in tandem with the provision of appropriate physical and social infrastructure; and Part AA which requires all development to contribute to the delivery of strategic infrastructure identified in the Infrastructure Delivery Plan.

3.10 Policy CS1AA also states that site specific requirements will be provided for through planning obligations. To support the implementation of the Core Strategy, the Council's Development Management Policies DPD establishes the Council's policy in relation to planning obligations at Policy DM50. This policy is set out in full in the introduction to this SPD.

Chapter 4 Procedural Issues

4.1 Planning obligations are typically secured through legal agreements, known as s106 agreements, made under Section 106 of the Town and Country Planning Act 1990 (as amended). Where planning obligations are required, planning permission will not usually be granted until such time as the s106 agreement has been prepared and completed by all relevant parties.

4.2 This section of the SPD sets out the process of negotiating, preparing and completing a s106 agreement in association with the handling of planning applications in an efficient and timely manner.

4.3 It details the actions required to be undertaken by the applicant and the Council at the pre-application and application stages of the planning application process. It also outlines the procedure for agreeing any planning obligations, and identifies the steps required to be taken before a planning application is submitted to the Council and during the consideration of a planning application. The main objectives are to ensure that, as far as possible:

- All appropriate information is provided by the applicant and is available from the date of submission of the application (this information should enable the Council and consultees to respond properly to applications); and
- Where approval is recommended, the planning obligation (be it a unilateral undertaking or s106 agreement) is signed, or in the case of major applications, the detailed proposed heads of terms have been agreed, prior to the application being considered by the Planning Committee or the Head of Development Management for delegated decisions; such that
- The time taken to complete and issue the agreement (assuming approval is granted) is kept to a minimum.

4.4 The main stages of the procedure are:

- Stage 1: Pre-application;
- Stage 2: Submission of the planning application (including accompanying proposed Heads of Terms, draft Legal Agreement or draft Unilateral Undertaking); and
- Stage 3: Appraisal, validation and agreement of a related planning obligation.

Pre-application Stage

What types of obligations might be sought?

4.5 In accordance with the Town and Country Planning Act, the Council will consider each application on its merits against relevant policy and other material considerations, and will negotiate and secure planning obligations on a site-by-site and application-by-application basis.

4.6 While the Council expects most impacts of development to be mitigated through good design and layout (in accordance with Policy DM1), and through the payment of CIL (in respect of strategic local and borough wide infrastructure requirements), some development specific impacts are likely to require physical works or other forms of improvement to mitigate them.

4.7 The possible obligations, set out in this document, are not exhaustive. The SPD focuses on the policy requirements of the Local Plan, and the types of obligations likely to arise as a result of applying these. However, the nature of site specific impacts means they may vary widely depending on the site, its local context, and the nature of the development proposed. It is therefore not possible to list every type of development that might be subject to a planning obligation or to ascribe a set of circumstances under which certain types of obligations will be sought as a norm. The Council may therefore wish to negotiate other obligations, not included in this SPD, where they are relevant and necessary to a particular development.

4.8 Nevertheless, the purpose in setting out possible obligations is to assist applicants in preparing their planning applications, and to facilitate pre-application discussions around policy requirements, including affordable housing, development impacts, and appropriate mitigation. It is hoped that this ensures negotiations on planning obligations are conducted in a way that is seen to be fair, open and reasonable.

4.9 Where development sites are subdivided or developed in phases to ensure that the separate planning applications fall below any specified policy threshold for which obligations may be sought, the Council will, as far as possible, consider sites in their totality. Similarly, proposals which are judged not to make the best use of land, so as to result in underdevelopment, will be resisted and a revised scheme will be sought.

4.10 This SPD does not only cover financial contributions but also benefits in kind negotiated as part of planning applications. In many cases provision in kind is preferable and suitable, especially where this reduces management costs and/or where finding land for a facility is a problem.

Pre-application discussions

4.11 In preparing the planning application, the applicant should fully consider the impacts of the proposed development and any planning conditions or obligations that might be required to mitigate those impacts. To assist this process, applicants should have regard to the relevant policies of the development plan, comprising both the London Plan (2011) and the Harrow Local Plan, and any other material considerations, including supplementary guidance as appropriate.

4.12 Where obligations are likely to be required, applicants are encouraged to engage in pre-application discussions with the Council prior to the formal submission of a planning application. This is particularly important for schemes that trigger an affordable housing requirement in relation to the level, type and mix of affordable housing to be provided, as agreement at the pre-application stage avoids delays and costs to the applicant at the subsequent submission stage⁰. The pre-application process offers the opportunity for the applicant and Council officers to discuss, without prejudice, the types of obligations to be entered into, and whether these can or should be provided 'in-kind' either on or off site, or whether a financial contribution towards provision is appropriate.

4.13 Where the planning application meets the criteria for referral to the Mayor of London, the applicant should also engage with the Greater London Authority and Transport for London in pre-application discussion.

Submission Stage

Submission of the Planning Application

4.14 Where it is identified that a planning obligation will be required, the applicant should submit with the planning application a draft unilateral undertaking or a draft s106 agreement based on the Council's standard template which can be obtained from Legal Services (in the case of straightforward financial contributions). In the case of major development proposals, a detailed proposal setting out draft 'Heads of Terms' should be submitted. Where it has been agreed with the Council that a financial contribution is to be made in lieu of the provision of all obligations, the Council anticipates that a unilateral undertaking will be offered.

4.15 In respect of each obligation, the draft s106 agreement or proposed Heads of Terms should quantify the nature and scale of the obligation, taking account of the requirements of the relevant local plan policy and this SPD, and specify how provision is to be made.

4.16 In accordance with national planning policy, there is a presumption that infrastructure to be provided through planning obligations should be provided 'in-kind' and 'on-site'. Where an obligation is to be provided other than 'in-kind' and on site, the draft s106 agreement or proposed Heads of Terms should explain the reason why this is, and should specify whether provision is to be made on an alternative site or by means of a payment in-lieu. Where an obligation is to be provided off-site or by means of a payment in-lieu, the applicant should identify the level of contribution applicable to their proposed development.

4.17 If the applicant considers that, in respect of a particular obligation, no provision should be made, the applicant will need to provide sufficient information with their planning application to support their position.

Title Information

4.18 Planning obligations are legally enforceable against the owner(s) (including their successors in title) of the land to which they relate. Only those persons having a legal interest in the land can enter into obligations even if a prospective purchaser/developer of the land has applied for the planning permission (although it is possible for prospective purchasers to be party to the obligations where they have exchanged contracts to purchase).

4.19 Because planning obligations run with the land, all owners, lessees and mortgagees must be signatories. The planning obligations are registered on the Local Land Charges Register, which forms part of the publicly available statutory planning register. Therefore, in addition to the draft s106 agreement or Heads of Terms, applicants should submit with their planning application all necessary title and deed information as appropriate.

Matters to be taken into account in the drafting of a s106 agreement

Financial Contributions

4.20 Financial contributions from s106 agreements will be payable at specific stages in the development process, usually on commencement or on first occupation of the development. However, there may also be cases, typically for large-scale development, where contributions can be phased, in order to match the proportional impact of each phase of the development.

4.21 Trigger dates for the payment of financial contributions will be included in the s106 agreement, as will any time periods by which the contribution is to be spent. Typically a 10 year repayment period will be required. Where a sum includes a maintenance element (see below), the period for repayment will reflect this, e.g. 10 or 20 yrs - where solely for maintenance no repayment should be required.

4.22 Following receipt by the Council, financial contributions will be held in interest bearing accounts and will be individually identifiable due to each contribution being allocated a unique finance code. Contributions remaining unspent at the end of a time period specified in the s106 agreement will be returned to the payee in accordance with the terms of the agreement. This only applies to payments under s106 agreements. There are different arrangements for payments made under the Community Infrastructure Levy arrangements.

Maintenance Payments

4.23 Where contributions are secured through planning obligations towards the provision of facilities, it may be appropriate for the applicant to make provision for the physical upkeep of those facilities. Such payments may be required in perpetuity, although generally where an asset is intended for wider use the maintenance costs and other recurrent expenditure associated with the developer's contributions should be borne by the authority in which the asset is invested.

4.24 For all maintenance payments, London Borough of Harrow and the developer will need to negotiate the type of payments to be made.

Index Linking

4.25 All financial contributions in s106 agreements, including maintenance sums, will be indexed to the retail price index so as to allow for the effects of increased costs to implement the necessary actions required by the agreement. For smaller agreements, contributions will be indexed linked from the date that the agreement was entered into until the time of payment. In the case of large complex planning applications and schemes where s106 negotiations may be protracted, indexation will be from the date that the sums were agreed to the time of payment. Indexation provisions will require that no sum in the s106 shall be reduced as a result of indexation.

Transfer of Land

4.26 Occasionally obligations will require land to be transferred to the Council or another public body, usually in respect of public realm or open space obligations. In such cases the s106 agreement will contain a requirement to pay the Council's or public body's legal costs in respect of the land transfer and provisions relating to the condition of the land to be transferred.

Legal Costs

4.27 The legal costs of s106 agreements are an impact of a development, one which the Council would not have to bear if the development were not to take place.

4.28 For legal costs associated with the preparation of the s106 agreement or review of any unilateral undertaking, the applicant will be asked to cover the Council's legal costs. The Developer's legal adviser will be expected to provide the Council's Legal Services with an undertaking to pay the Council's reasonable legal fees before Legal Services commences any work related to the

matter. In the limited cases where a Developer is not legally represented and as such cannot provide a solicitor's undertaking the Developer will be expected to make a payment on account of costs prior to any work being undertaken by Legal Services.

4.29 The Council's Legal Service will be able to advise applicants on the legal fees. In the event that the actual fees incurred amount to less than the sum paid on account, the difference will be repaid. The Council's legal fees are payable whether or not the matter proceeds to completion i.e. in the event that the agreement/undertaking is drafted but not completed for whatever reason such as where planning permission is refused or where the developer decides not to proceed with the development proposal.

Monitoring and Administration Costs

4.30 Monitoring of obligations will be undertaken by the council to ensure all obligations entered into are complied with on the part of both the developer and the Council.

4.31 Developers entering into s106 Agreements or Unilateral Undertakings will be required to pay a monitoring fee in order to contribute towards the Council's costs incurred in the monitoring of the obligations and reporting on s106 agreements as required by government guidance. Work involved includes maintaining the database, logging agreements, checking triggers, estimating indexed amounts figures, arranging receipt of contributions, alerting and checking that they are used by service areas, returning unspent monies (where applicable) and making sure that records are kept of discharge of clauses etc.

4.32 For monitoring and administrative costs, the Council will include within a s106 agreement an amount to cover these costs. The cost will be based on five percent (5%) cost of the overall cost value of the planning obligations up to a maximum of £50,000 or in the absence of any monetary value arising from the agreement, a flat rate of £500. The fee will be payable on completion of the legal agreement.

4.33 The administration fee for the Community Infrastructure Levy is incorporated within the Levy itself, so no separate additional fee is payable.

Late Payments and Enforcement

4.34 In the event of any delay in making any payment required under a s106 agreement, interest shall be charged on the amount payable at the rate of four per cent per annum above National Westminster Bank Plc (or what ever bank the Council uses) base lending rate from time to time in force, from the date that the relevant payment falls due to the date of actual payment. In the rare event of scheduled payments being agreed the sum charged will include interest at the rate normally charged by the Council in addition to any indexing due.

4.35 The council will work with developers to find solutions in cases where they demonstrate real difficulty in making payments at the trigger set out in the s106 agreement. This could be through agreeing payment of obligations at a later stage of the development process, or through provision by the developer of works rather than finance. However, where it is imperative that the relevant measure is in place prior to a development being occupied, the obligations to fund it will always become payable on commencement of the development and no variation will be possible.

4.36 Planning obligations are enforceable against the original signatories and anyone who subsequently acquires an interest in the land.

4.37 The council will enforce obligations through the relevant legal channels once other reasonable approaches to address non-compliance with obligations have been taken. In such cases, the council will seek to retrieve its legal costs in taking action from the party that is in breach of its obligations as well as any additional indexation or interest on the sum that is due.

Appraisal, Validation and Agreement of a Related Planning Obligation

4.38 In assessing the merits of the planning application and associated material, account will be had to requirements of the SPD as they relate to the proposed development, any formal comments made in respect of the application, and to the detail provided in the draft unilateral undertaking, draft s106 agreement, or proposed Heads of Terms. All of these matters will form part of the assessment of the application and the planning obligations to be sought. It is the responsibility of the Council's Head of Development Management and his/her officers to consider whether it is appropriate, in policy and legal (Regulation 123 of the CIL Regulations) terms, to seek or accept planning obligations in respect of an individual application. Where appropriate, the Case Officer will obtain, from Legal Services, legal advice as to the scope of permissible planning obligations and the content and form of the proposed agreement/undertaking.

Statutory Consultation

4.39 Planning applications, Design and Access Statements, Environmental Statements, alongside other submitted documents, will be the subject of public and statutory consultation in accordance with the Council's Statement of Community Involvement (updated 2013).

4.40 Consultation will be undertaken by the Council as soon as possible after applications have been validated and registered. As necessary, other relevant departments of Council will also be consulted on both the detail of the planning application and the proposed planning obligations offered or to be sought in the draft unilateral undertaking or draft s106 agreement.

4.41 For applications of potential strategic importance⁰, these will be referred to the Mayor as soon as practicable after receiving the planning application.

Viability Considerations

4.42 Planning obligations, like CIL, are a necessary cost of development and it will be expected that the likely cost of obligations, including requirements for affordable housing provision, will be factored into the development cost from an early stage. Furthermore, the policies of the Local Plan and Harrow's CIL have been subject to assessments of viability to ensure that what is sought is viable in the local context. Therefore the onus will be on the developer to provide robust information regarding the viability of an individual scheme. However, if an applicant can demonstrate that the applicable obligations cannot be fully provided due to exceptional viability circumstances, the Council may review the range and nature of obligations. In order to determine such applications, the applicant is required to submit an open book viability assessment to the Council for consideration by its Property and Valuation Service, Housing Service or an independent assessor, noting that a fee may be charged to cover the Council's costs of reviewing the viability assessment.

4.43 The development appraisal should use a recognised appraisal model, such as the GLA's Affordable Housing Development Control Toolkit (also known as the Three Dragons Toolkit), and is required to justify the applicant's position. The requirements for open book appraisals are

These are application that are referable to the Mayor of London under the Town and Country Planning (Mayor of London) Order 2008

provided below. It is important that the information provided for use in a Financial Appraisal is accurate and assumptions will need to be clearly shown in any model used, so the Council can understand how the assumptions are made. The form and methodology of the appraisal should be first agreed with the Council's officers.

Requirements for Open Book Appraisals

- Identify and justify (with comparable evidence where appropriate) all development value and cost variables specify any 'exceptional' cost items with supporting evidence in writing from a reputable cost consultant
- Adhere to the standard conventions in terms of appraisal calculations not least regarding developer's profit;
- Specify all assumptions made concerning the provision of affordable housing and planning obligations;
- Provide Red Book, or other appropriate valuations (bank draft) to support Existing Use Values, where they are affected;
- Identify in cash flow terms the effect of deferred contributions;
- Demonstrate that the development proposal in financial terms is the only feasible option when compared to other possibilities including any role played by public sectors providers of 'gap' funding; and
- Satisfy where necessary any Independent Assessor's evaluation.

4.44 A detailed list of requirements and expected sources is set out at Appendix 3

4.45 In cases where a dispute relates to the viability of a proposal, and in any case, where the Council considers it appropriate, an independent financial assessor may be required. The assessor will be appointed by the Council and the reasonable costs of the assessment will be met by the applicant. The independent financial assessor's report will be provided to the Council and the applicant.

4.46 Where the Council is satisfied that the proposed development cannot, for financial viability reasons, fully provide the obligations due, priority will be given to those obligations necessary to manage the most significant impacts of the proposed development and to the priorities provided in policy or as determined by the Council, taking account of the specifics of the site.

4.47 Issues regarding viability must be resolved, to the satisfaction of Council, before any meaningful negotiations between the applicant and Council can commence.

Negotiation and Reporting

4.48 If, at any stage, it becomes clear that the Council cannot recommend approval of a planning application, the discussions on the planning obligation will be suspended.

4.49 Initially, the Council will write to the applicant to advise whether the draft unilateral undertaking, draft s106 agreement or proposed Heads of Terms, provided at the time the planning application was submitted, is acceptable. For minor planning applications, where the Council considers the unilateral undertaking to be acceptable, the Council may request the applicant to sign and return it prior to the planning application being presented for determination.

4.50 For major planning applications, where the Council considers the draft s106 agreement or proposed Heads of Terms to be acceptable, the Council will agree with the applicant that this be reported, along with the planning application and any other material considerations, to the Planning Committee for determination.

4.51 In those circumstances where the Council is not satisfied with the proposed obligations or the form of the draft s106 agreement or proposed Heads of Terms, it will advise the applicant of this, will set out what the Council considers would be acceptable obligations to be sought, and will provide an indicative timeframe for continued negotiations.

4.52 If, in the unlikely circumstance, the Council and applicant cannot reach an amicable agreement, an independent expert, may be consulted to assist in mediation.

4.53 The Council, in the majority of cases, will not present applications for approval unless the applicant agrees in principle to the draft s106 agreement or to the detailed proposed Heads of Terms to be reflected in a planning obligation. Should the undertaking, s106 agreement or Heads of Terms not be completed or agreed in principle within the timescale or by the trigger dates set, the Council officers will take the application to Committee with a recommendation that the application be refused. Only in exceptional circumstances will the planning report recommend the application be approved, conditional on the successful completion of the s106 agreement.

4.54 For applications of potential strategic importance (i.e. referable to the Mayor), unless the Mayor has notified the Council that he does not wish further involvement in the determination of the application, prior to the Council determining the application it will send all relevant material to the Mayor for his consideration, including any draft planning obligations. In such circumstances the Mayor will advise the Council whether he:

- Is content for the authority to determine the application; or
- Will direct the authority to refuse the application; or
- Will determine the application.

4.55 The Council will advise the applicant of the outcome of the Mayor's decision. Where the Mayor decides to act as the local planning authority for determining the application, the applicant will need to deal directly with the Mayor in subsequent negotiations of the planning obligations to be sought.

Post Decision Process

4.56 Where planning obligations are to be secured by means of a signed unilateral undertaking that has been agreed with the Council's legal team prior to the planning application being determined, if the application is approved (subject to the completion of the planning obligation) without further modification, the decision notice will be issued and, after payments of relevant costs where applicable, the undertaking will be placed on the local land charges register.

4.57 Where the draft s106 agreement has been agreed in principle, prior to the application being determined, if the application is approved either by way of delegated powers or Committee decision, the s106 agreement will then be formally completed and sealed prior to the decision notice being issued and the s106 agreement being placed on the local land charges register.

Appeals and call-in

4.58 Planning applications may be appealed, or the Mayor or Secretary of State may call-in an application for his determination. In such cases, the Council will be unable to negotiate a planning obligation, as the Planning Inspectorate/Mayor/Secretary of State will decide this. However, the developer can submit a unilateral undertaking and the Council will enter negotiations with the developer to establish and set out the nature of the planning obligations which would be sought, should the application be granted.

Renegotiation

4.59 The principles for modifying planning obligations are set out in Section 106A of the Town and Country Planning Act 1990 (as amended). Where an interested party seeks to modify or discharge a planning obligation within 5 years of entering into that obligation this may only be done with the agreement of the council by way of a Deed (except in relation to the modification or discharge of affordable housing requirements). Upon the expiry of 5 years following the date upon which the planning obligation was entered into, a person against whom a planning obligation is enforceable may apply to vary or discharge it. In determining such an application the Council will have regard to whether the obligation “*no longer serve a useful purpose*” or whether it “*continues to serve a useful purpose...equally well*” as modified. These principles will be the underlying considerations.

4.60 A person against whom an affordable housing requirement is enforceable may apply to the Council for its variation or modification pursuant to s106BA.

4.61 Prior to submitting an application to vary a planning obligation, applicants are encouraged to talk with the Council about the options available. Recently, the Council has held a number of such discussions and often the solution lies with varying the planning application itself, such as altering the mix of uses or the housing mix, to better address market needs and to improve the viability of the granted scheme. Other options have included varying the payment schedule or the timing for delivery of obligations, to assist in improving cash flow.

4.62 Where the council is satisfied that an otherwise desirable development cannot be fully policy compliant and remain viable, a reduced package of planning obligations may be recommended. Where the application or request for renegotiating one or more elements of the s106 affects the overall principle of the original decision (e.g. the application would not have been approved without the obligation) the application or proposed variation will be determined by Planning Committee and not under officer delegated powers.

4.63 Where viability has been raised by the applicant as a reason for the modification or discharge of an obligation, and the council considers that a viability assessment (see ‘Viability Considerations’ above) is required to enable the Council to assess the viability of the development, the applicant will be required to provide any necessary cost and income figures to the Council, and pay the Council’s reasonable costs in appointing consultants to undertake the assessment.

Chapter 5 Reporting and Monitoring

5.1 Planning obligations will be monitored and reported on a regular basis to the appropriate Committee(s). The report will detail:

- Information relating to agreements entered into, this will include details of the development site, the obligations agreed, the relevant dates or timing for completion of each obligation, receipt of payment, the purpose of the obligation and the dates for the receipts of funds;
- Progress on obligations e.g. affordable housing;
- Financial contributions received; and
- The completion of schemes funded from financial contributions.

5.2 Obligations and/or financial contributions will be monitored to ensure that they are undertaken or paid at the agreed trigger points. If there is a failure to comply with the planning obligations, appropriate steps and actions will be taken to ensure compliance with the agreement.

5.3 The performance of the SPD will be assessed and reported on as part of the Council's Annual Monitoring Report. The Council has therefore established the following set of monitoring requirements in respect of this SPD:

- The types of obligations being secured and compliance with the requirements of this SPD;
- Monitoring time taken for decisions where a planning obligation has been required as part of the application; and
- Monitoring of delivery (i.e. the completion of obligations including those to be undertaken by delivery agents other than the developer).

Chapter 6 Affordable Housing

Introduction

6.1 Ensuring the delivery of affordable housing is long established as an integral part of Government and Local Plan policy and is essential in facilitating sustainable local communities and providing choice to people with different income levels.

6.2 Affordable housing reforms announced in late 2010 introduced changes to the definition of affordable housing which now includes social rented, affordable rented and intermediate housing provided to eligible households whose needs are not met by the market⁽¹⁾. The government has made it clear that affordable rented housing will form the principal element of the supply of new affordable housing.

6.3 This section of the SPD explains the Council's approach to the delivery of affordable housing through s106 planning obligations. It is supplementary to, and expands upon the Local Plan policies for affordable housing, which are set out in the London Plan (Policy 3.11) and Core Strategy (Policy CS1J). It explains how the policies will be applied and provides additional information on what will be expected when dealing with planning applications for development for which an element of affordable housing should be provided.

The need for affordable housing

6.4 The cost of housing in and around the borough is high and there is a severe shortfall in the availability of affordable housing. Government guidance on housing and planning has emphasised the requirement for local authorities to assess housing need. Harrow's Housing Needs Assessment and a West London -wide Strategic Housing Market Assessment (SHMA), underpin the Council's housing strategies and Core Strategy Policy CS1J. The assessments show that the demand for affordable housing far outstrips capacity and supply, and that this demand will continue to increase.

The evidence suggests a significant shortfall of affordable housing of all sizes of accommodation, most notably two and three bedroom homes. However, the greatest need, relative to supply, is for family affordable housing, which also reflects the inability of market housing to cater for lower income larger households.

6.5 The demand for affordable housing is projected to continue increasing due to shortages in overall housing supply; the need for large deposits to access home ownership; increasing housing costs particularly in the private rented sector and the impacts of government welfare reforms. The slow down in the housing market and changes to the way affordable housing is funded has led to a decrease in the development pipeline for new affordable housing delivered through S106 agreements.

6.6 The Welfare Reform Act confirmed the introduction of Universal Credit and a total benefit cap of £500 per week (£26,000 per annum) for families. The total cap does not take account of the higher costs of housing in Harrow compared to cheaper parts of the country and we estimate it will affect particularly large low income households in the borough.

6.7 Together with changes to the way that housing benefit is assessed for households living in the private rented sector which has capped the amount of benefit particularly for four bedroom or larger properties, large low income or non working households will find it increasingly difficult to meet their own housing needs in Harrow.

6.8 A reasonable supply of good quality affordable housing for rent, especially for families, is vital to meet the needs of local households in priority need who are priced out of the private sector housing market in Harrow. In addition Harrow wishes to enable first time buyers, particularly existing social housing tenants who will free up social housing stock, to purchase low cost home ownership properties in the borough.

6.9 Further information on housing need in Harrow is available in the Housing Evidence Base, available on the Council's website⁰.

Policy context

6.10 Core Strategy Policy SC1J identifies that the Council will seek the maximum reasonable amount of affordable housing on all development sites with a capacity to provide ten or more units (gross), having regard to:

- the availability of public subsidy;
- the need to promote housing mix and choice in accordance with Policy CS1I;
- the priority afforded to family affordable housing;
- the size and type of affordable housing needed in particular locations;
- the site circumstances and other scheme requirements;
- development viability; and
- the borough wide affordable housing target of 40%

6.11 London Plan Policy 3.11 reiterates that the provision of affordable housing should be maximized and that priority should be accorded to the provision of affordable family housing. The Policy also establishes that 60% of new affordable housing should be for social and affordable rent, and 40% for a range of intermediate housing products⁰.

6.12 As per Policy CS1J, there may be instances when the Council considers that an alternative mix between social/affordable rented and intermediate housing is appropriate, for example, in areas that are deemed to have an existing predominance of a particular housing tenure or are unsuitable for family occupation.

6.13 Should the Council consider that the proposed mix between social/affordable rented and intermediate housing is not acceptable, permission for the development may be refused.

6.14 The Council monitors the delivery of intermediate and social housing. In the interests of meeting the target mix, this monitoring information may be used to determine the mix on individual developments. This information is available for public consideration by contacting the Harrow Council Housing Enabling Team.

6.15 As with the amount of affordable housing, the mix between intermediate and social/affordable rented housing for a development should be agreed with Harrow Council officers at the pre-application stage.

Unit mix, person occupancy and space standards

6.16 The Council seeks to ensure that the mix of dwellings, types, sizes and tenures in large housing development reflects the housing needs of the Borough. The target mix for rented affordable housing in Harrow is given at Appendix 2 and has been formulated using evidence from Harrow's Housing Needs Assessment (2006), the West London Strategic Housing Market Assessment (2010) and current local housing register information. The target mix for intermediate housing, and guidance on affordability levels for intermediate housing, is also given at Appendix 2 and has been formulated using the above evidence base data as well as through profiling of the low cost home ownership register applicants.

6.17 The Council recognises that different sites will pose different design challenges in terms of providing family accommodation, especially on sites suited to developments of flats. However, even in blocks of flats, good quality family accommodation can be provided, for example, at ground floor level, with access to a private garden or private communal amenity space. It is crucial that well-designed family housing with access to private or communal gardens is 'designed-in' to achieve the expected dwelling mix on a site.

6.18 On sites that the Council considers to be particularly suitable for family housing, the Council may seek a proportion of affordable family housing above the requirement specified in Appendix 2. Should this have implications on viability (as demonstrated through a development appraisal), the Council will consider the provision of the affordable housing requirement in terms of habitable rooms or floorspace.

6.19 The Council will not accept a reduced proportion of affordable family homes with 3 or more bedrooms on sites where this could clearly be achieved.

Intermediate housing is a general term used for affordable homes, both to rent and buy (through mechanisms as shared ownership & FirstBuy), which are aimed at those households who can't afford to meet their needs in the open market but can afford more than social rents.

6.20 On small sites where 10 or fewer affordable units are being provided, it is unlikely to be practical to have a tenure mix of affordable rented and intermediate housing. On these sites, the Council will take into account the view of its partner Registered Providers in deciding whether to allow flexibility in its required tenure mix. In some situations it may be preferable to encourage provision of the affordable housing in a single tenure in the interests of simplifying management arrangements and ensuring affordability. Developers are again encouraged to engage the Council at the pre-application stage for advice on the tenure mix to be provided.

Negotiation of affordable housing

6.21 The Council will seek the maximum reasonable proportion of affordable housing on qualifying sites and will expect negotiations to be concluded with Housing Services during the pre-application stage, in order to streamline the passage of the application through the planning process.

6.22 The Council recognises that a number of factors can impact on the ability of a development to provide the expected proportion, tenure split and mix of affordable housing and comply with the affordable housing criteria. However, the Council will not accept an inflated land value as justification for a departure from the requirements of this SPD and will use the existing value of the site in its current permitted use as the viability benchmark, noting also that Harrow's CIL has been deliberately set at a level that seeks to ensure that affordable housing will continue to be viably delivered.

6.23 Applicants should not automatically assume that Social Housing Grant will be made available for private sector developments. Indeed normally applications for grant are only considered for schemes which can demonstrate additionality (i.e. that the grant will enable more affordable housing to be delivered than policy requirements alone would deliver). The applicant should consult with the Council's Housing Enabling Team at the pre-application stage, preferably in cooperation with an RP partner, to establish whether Social Housing Grant or an alternative source of funding is likely to be secured.

6.24 The Council will support bids to the GLA where the amount and type of affordable housing is consistent with policy and demonstrates additionality or where the bid is in support of other corporate Council initiatives such as the regeneration of a specific area.

6.25 Early engagement with the Council at the pre-application stage is critical to ensure the processes of negotiation and securing affordable housing set out above are undertaken efficiently.

6.26 The Council has established good relationships with a number of Registered Providers (RPs) that operate effectively in partnership with the Council to provide affordable housing that meets local housing need. As such, the Council encourages developers to meet their affordable housing obligations by forming a partnership with one of the Council's preferred RPs following discussion with the Housing Enabling team. Where possible, RPs who are to be involved in the delivery of affordable housing will be expected to be party to the Section 106 agreement. Applicants should contact the Council's Housing Enabling team at the pre-application stage for an up-to-date list of preferred RPs.

Development types from which obligations are sought

- Residential developments, including mixed-use developments⁰, with a capacity to provide ten or more dwellings (gross).

Mixed-use developments are schemes that comprise more than one form of land use (e.g. office and retail uses) within the same building or development

Optimising site development

6.27 The best use must be made of development sites in accordance with planning policies on density and overall objectives for sustainable development. The Council will look closely at proposals that fall short of providing 10 or more units to make sure the optimum use of land is achieved. This includes the situation where a planning application forms part of a larger site where development of the larger site would be within the above policy threshold.

Varying existing planning permissions

6.28 In the event that planning permission is granted for a mixed-use scheme, and a subsequent application seeks to vary a use from a non-residential element to residential use, this will trigger a reassessment of the requirement for affordable housing to be provided on the site.

Live/work units

6.29 Live/work units are considered to be residential for the purposes of assessing whether Policy CS1J applies. However, live/work units are not deemed to be appropriate for the provision of affordable housing. Where a scheme of live/work units triggers the affordable housing requirement, the affordable element should be provided in the form of wholly residential units.

Sheltered Housing and extra care homes

6.30 Policy CS1J applies to schemes for sheltered housing and extra care homes that fall within the thresholds. However, where an applicant is proposing a scheme for sheltered, extra care or other forms of self contained supported accommodation the council strongly recommends that the Council's Housing Enabling team is contacted to confirm whether or not there is a need for affordable accommodation of the type proposed. If there is, the required amount of affordable sheltered or supported housing will be sought on site. If there is no identified need for such affordable housing, the developer will be required to provide an element of general needs housing on site, through re-design exercises if necessary.

Residential Care and Nursing Homes

6.31 Residential care homes and nursing homes, where the accommodation is non-self contained, fall within Use Class C2 (Residential Institutions) and are not subject to the affordable housing policy.

Student Housing

6.32 The London Plan (2011) states in paragraph 3.53 that "Student accommodation should be secured as such by planning agreement or condition relating to the use of the land or to its occupation by members of specified educational institutions. If the accommodation is not robustly secured for students, it will normally be subject to the requirements of affordable housing policy."

Hostels

6.33 Hostels (classified as sui generis) are not required to provide additional affordable housing.

Form in which obligations should be made

6.34 On-site provision is the Council's preference for how affordable housing will be provided by developers. Only where exceptional circumstances exist and where the Council is satisfied that it would be appropriate, will off-site provision be accepted. Where exceptionally housing cannot be provided on or off-site a commuted sum will be required in lieu of provision to secure delivery of affordable housing on sites elsewhere.

6.35 In accordance with London Plan paragraph 3.74, exceptional circumstances include those where it would be possible to achieve the following:

- Secure a higher level of provision on an alternative site
- Better address priority needs, especially for affordable family housing
- Secure a more balanced community.

Off-site provision

6.36 In instances where it is accepted that off-site provision is appropriate, the onus will be upon the developer to find and acquire a more suitable site which would not otherwise be expected to come forward for affordable housing, within the vicinity of the originating development. In such instances the amount of affordable housing will be negotiated and secured through a s106 agreement. Off-site provision should be financially-neutral, i.e. there should be no financial advantage to a developer in providing the housing this way.

6.37 In instances where the site providing the affordable housing off-site is large enough that, if it were developed independently it would be required to provide affordable housing, the amount of affordable housing will be negotiated as a proportion of both sites combined.

Calculation of Payment in Lieu

6.38 Although the Council's preference is to negotiate on-site affordable housing there may be circumstances where the Council agrees that a cash in lieu of provision contribution may be suitable. The procedure for establishing such a contribution is set out at Appendix 4 alongside a link to a calculation spreadsheet.

6.39 Commuted sums in lieu of on-site affordable housing provision received by the Council will be ring-fenced to secure efficient delivery of new affordable housing through (but not limited to) the following:

- delivery of conventional new affordable housing
- delivery of private rented housing that is affordable to people in housing need on the Council's housing register
- estate regeneration
- bringing long term vacant properties back into use
- acquisition of existing properties

Review Mechanisms and Extension of Time

6.40 To take account of changes in the economic climate, and in respect of schemes presently anticipated to deliver low levels of affordable housing, the Council may require re-appraisal of a scheme upon partial or full completion based upon the actual finances of the scheme nearer to

completion. To date, Harrow has agreed with applicants to review financial appraisals at 80% occupation of the residential provision where a much lower than normal provision was agreed at the date of the planning permission.

6.41 Any applications which are re-submitted by means of extension of time, renewal or variation of the planning permission will be subject to the requirements of Policy CS1J and this SPD. The negotiation process will re-start on re-submission. Scheme proposals will be subject to a 'baseline' level of affordable housing requirements. This will ensure that, in the event of any re-submission of the proposal, the level of affordable housing cannot be negotiated below the 'baseline'. Where it is concluded that the scheme can sustain a greater quantum of affordable housing and/or a more policy compliant affordable housing tenure mix can be provided, the Council will elect to seek the following or a combination of the following:

- A higher proportion of affordable housing on-site.
- Amend the tenure mix for the affordable housing element (where the scheme design permits).
- Amend the affordability requirements for shared ownership units, where proposed.
- A cash in lieu contribution.

Perpetuity

6.42 The Council requires all affordable housing to be provided in perpetuity, through the s106 agreement. In order to ensure that affordable housing continues to be affordable to those in housing need, and managed to acceptable standards, the Council requires the legal interest and management of the affordable housing produced through S106 obligations to be transferred to a Registered Provider (RP), the Council or equivalent. If the housing is transferred to an RP or the Council these requirements will be deemed to have been met. Social rented homes subsidised by grant funding are subject to the legal Right to Buy/Acquire provisions.

6.43 Shared ownership or New Build Home Buy homes will remain affordable in perpetuity but may be subject to occupiers 'stair-casing' to full ownership by purchasing additional equity in the property. The grant that was initially invested in the additional equity purchased by the occupier is to be recycled by the RP or equivalent to fund new affordable housing provision elsewhere in the Borough.

6.44 For rented affordable properties, the Council will nominate 100% of initial lettings and 75% of relets, all of whom will be on the Council's register and will be allocated in accordance with the choice-based lettings system *Locata*. For shared ownership properties the Council will retain the right to nominate 100% of sales and resales. The Council's nominations will be secured through a Nominations Agreement entered into by the RP or equivalent.

Chapter 7 Transport and Highways

Introduction

7.1 Funding for transport infrastructure required as a result of incremental growth, in particular public transport improvements, will normally be provided by Council as part of CIL and other mainstream funding programmes (i.e. the Local Implementation Plan).

7.2 However, most developments are likely to generate new travel movements. Any additional alterations to the transport network required to cope with these movements or mitigate impact within or in the vicinity of the new development will be expected to be incorporated within proposals.

7.3 The mitigation of any development should focus on reducing the impact of the private car and providing opportunities for public transport, walking and cycling for instance.

Policy Context

7.4 Policies DM43, AAP19 and AAP20, and the associated supporting text, provide the main policy background relating to achieving a safe and sustainable relationship between development and transport.

Development types for which obligations are sought

7.5 While Transport Assessments and Travel Plans are required for all major development, there is no overall minimum development threshold below which obligations will not be sought. Obligations will be sought where there is a requirement to improve existing, or construct new, highway infrastructure in order to access development in a safe and appropriate manner or to mitigate the effects of the development on the highway network. Consequently there is no trigger below which a highway infrastructure obligation may not be required and there are no types of development that would be exempt from highway infrastructure requirements.

Types of obligations

7.6 A range of traffic and highway measures may be required as the result of individual schemes. The Council's Transport team will normally advise on the requirements for individual applications, and/or such works will be identified as a result of submitted Transport Assessments. However, the main types of obligations are:

Travel Plans

7.7 A Travel Plan is a package of practical measures to reduce car travel to and from a proposed site, and to encourage the promotion of more sustainable forms of transport by increasing the awareness of travel options, such as walking and cycling, and through the provision of facilities to support such options, such as shower facilities and secure cycle parking. Travel Plans should include targets for the reduction in travel related impacts and include resources for supporting and maintaining the travel plan. Travel plans may include provision for financial penalties to fund the promotion or provision of sustainable transport until travel plan objectives are met.

Infrastructure required to enable site delivery

7.8 Highway amendments and improvements that may be necessary, specific to development, include, but are not limited to, the provision, removal or relocation of street furniture, dropped kerbs, crossovers, pedestrian crossings, bus stops and street trees.

Network impacts

7.9 There will be occasions where transport demand created by development may not be satisfactorily mitigated by the measures in a travel plan or site specific highway improvements. While the Council will endeavour to improve the wider transport network through CIL and other mainstream funding, there will be occasions where a particular site requires public transport services, or highway or traffic management mitigation to the wider network, that has not been identified for investment. This may include increased highway capacity within the network, junction improvements and/or traffic management measures, including the potential introduction or extension of parking controls, subject to consultation.

7.10 The Council expects major transport service or infrastructure improvements to be rare and that, for most development, on-site works, improvements to immediate highway, travel plans and CIL funding will be sufficient to mitigate adverse transport impacts.

Parking restrictions

7.11 The extension of on street parking controls, waiting restrictions, parking permit eligibility restrictions, and permit free housing will be promoted to mitigate the impacts of development on parking conditions and the local highway network⁰. Planning obligations will be required to secure a financial contribution to the Council to implement parking controls and to ensure that owners or occupiers of car-free residential units are not entitled to apply for parking permits.

Car Clubs

7.12 A Car Club provides an environmentally sound and financially attractive alternative to private car ownership by offering pay as you go short term vehicle hire. Car club related planning obligations can be sought in order to achieve reduced levels of on-site parking provision or, in some circumstances, in order to provide an on-street car club bay in the vicinity of the site. Car club related initiatives can also be included in Travel Plans.

Form in which obligations should be made

7.13 It is essential that travel plan, infrastructure and traffic management measures are provided in a timescale commensurate with the proposed phasing of the development and the Council will seek to approve trigger points through the appropriate legal agreements.

7.14 The obligation can be secured either through a financial contribution, paid to the Council to carry out the identified works, or through developer provision of the identified works. Financial contributions will be determined on the basis of the cost of works required. In cases where the developer is providing infrastructure improvements a licence would be required for the developer to work on the public highway, which could require a s278 Agreement to be entered into and further guidance on this is available by contacting the Council's Transport team.

Chapter 8 Public Rights of Way

Introduction

8.1 The Council's Rights of Way Improvement Plan (October 2007) highlights the important resource Harrow's network of footpaths, bridleways and byways are for recreation, healthy living and sustainable transport. Contributions towards wider footpath and cycle network improvements will be through CIL. However, where required, on-site links and routes, to connect to the wider network, will still be sought through a planning obligation.

NB: it should be noted that such controls over parking are unlikely to apply to the requirements for development to make provision for disabled car parking

Policy Context

8.2 Policies DM2, DM17, DM21, AAP19 and the Site Allocations DPD seek to enhance public access to the Green Belt, Metropolitan Open Land, areas of nature conservation, and to nearby facilities and public transport. The need to provide or improve access links will be determined by the type and location of the development and its geographical relationship with other facilities, access networks and residential or employment areas.

Development types from which Obligations will be sought

8.3 New housing and commercial developments within the borough may trigger a need for publicly accessible routes on-site or to move in and out of the development and link with existing pedestrian and cycle routes and the wider rights of way network.

Form in which contributions should be made

8.4 Obligations may be sought on-site as part of the development works to secure new rights of way over the proposed development site or for the upgrade of existing routes. Such obligations may include requirements for maintenance of newly created or existing rights of way. Financial contributions may be appropriate where necessary to establish better links/connections between new and existing routes on site, and that of the existing wider network. The level of any financial contribution will be based on the cost of the works required to establish the link between on and off-site network connections.

Chapter 9 Public Open Space

Introduction

9.1 Harrow's Open Space, Sports and Recreation Study (2009) shows there is a significant quantitative shortfall in accessible open space to meet the needs of the Borough's existing and future population. For this reason, the Core Strategy establishes a presumption against the loss of open space and resists development on open spaces. CIL is intended to contribute towards the improvement in the qualitative standard of existing parks and other public open spaces to improve the capacity of these areas to accommodate the needs of existing and new development. However, additional provision, as part of new development will help address the substantial deficit in quantitative open space provision across the Borough.

Policy context

9.2 The Core Strategy seeks to improve the quality and accessibility of all public open spaces within the Borough. Policies CS1F and DM18 provide for the reconfiguration of existing open space where this would, amongst other considerations, address identified deficiencies in the accessibility of open space. Policies CS1F, DM19 and AAP11 also seek the provision of new open space as part of new major development proposals, including new civic spaces for sites within town centres.

Development types for which obligations are sought

9.3 Major residential and town centre development proposals. Where a development site includes an area of existing private open space, the Council will seek a planning obligation to secure public access to the open space in appropriate development proposals.

Types of obligations

9.4 Obligations may be sought to secure new open space provision on-site, including civic space, or to secure public access to, and use of, existing open space. Obligations, or a financial contribution, may also be sought for the maintenance of newly created open space.

Chapter 10 Amenity Space

Introduction

10.1 Funding for new and improved local parks, required as a result of incremental growth, will be provided for through the CIL charge.

10.2 However, new residential development, in particular schemes that include family-sized dwellings, should have access to on-site amenity space, which may be shared or private, to allow informal leisure and recreation activities by occupiers of the new dwellings, particularly children.

Policy context

10.3 The Local Plan policies DM1 and AAP11 require new residential development to make provision for adequate amenity space.

Development types from which Obligations will be sought

10.4 All new residential development is to make provision for adequate amenity space.

Form in which contributions should be made

10.5 New residential development is expected to incorporate amenity space on-site within their design to meet the need generated. The standard of provision is set out in the GLA Residential Design Standards SPG as being a minimum of 5m² of private outdoor space to be provided for a 1-2 person dwelling, and an extra 1m² to be provided for each additional occupant. Balconies can be included in the calculation of amenity space. However, the minimum depth of all balconies and other amenity open space must be 1.5m.

Financial contributions

10.6 If in exceptional circumstances agreed by the Council, the amount of on-site amenity space proposed by the applicant does not meet the requirement, then the quality of that proposed will be assessed to determine whether it is considered acceptable and usable for the enjoyment of residents. If the space is not considered appropriate then a commuted sum may be acceptable to improve access to and use of local parks.

10.7 The commuted sum will be based on the above standard of on-site amenity space to be provided by the scheme, minus any on-site provision towards meeting the required level of provision, multiplied by £50 per m², which represents the lower end cost of improvements to bring local open space in the Borough up to PPG17 audit standard.

10.8 The proximity and adequacy of existing public parks and playground space will not be a factor in determining the amount and form of amenity space provided for within a new development.

Chapter 11 Children's Play Space

Introduction

11.1 Harrow's Open Space, Sports and Recreation Study (2009) shows the distribution and amount of play space in the Borough and highlights both the sub-area and Borough-wide deficiencies. Overall, there is current 0.03 hectares of play space per 1,000 children (i.e. 1.80m² per child). The extent of the Borough's shortfall in play space provision is illustrated using both the Fields in Trust standards and Mayor of London's recommended benchmark. Fields in Trust suggest a standard ratio of children's recreation space to be 0.25 ha per 1000 population (i.e. 15m² per child, while the Mayor of London's recommended benchmark is 10m² per child.

11.2 New residential development offers the opportunity to address the existing levels of deficiency through on-site provision of 'door-step' spaces and facilities, which is defined by Play England as 'a small space, within site of home, which children, especially young children can play within view of known adults'. CIL is intended to contribute towards the qualitative and quantitative improvement of other larger types of play space typologies, including neighbourhood and youth play space.

Policy context

11.3 London Plan Policy 3.6 and policies DM19 and AAP13 require major residential development to make provision for children's play space.

Development types from which Obligations will be sought

11.4 All major residential developments, including mixed-use development resulting in a child yield will be required to make provision for on-site children's play space.

Form in which contributions should be made

11.5 New major residential development is expected to incorporate children's play facilities on-site within their design to meet the need generated. Where development is phased, the London Plan requires the provision of play space to be made within the early phases of the development.

11.6 While the requirement is usually for on-site provision, off-site provision, including the creation of new children's play space or improvements to existing provision may be considered acceptable where such provision can be made within 100m of the development site and where it can be demonstrated that it fully satisfies the needs of the development whilst continuing to meet the needs of existing residents. In such instances, the obligation can be secured either through a financial contribution, paid to the Council to carry out the identified works, or through developer provision of the identified works.

Standard of provision

11.7 While the Mayor's Guidance sets the benchmark standard of 10m², this is a significantly higher figure than the current level of provision. Harrow's Open Space, Sports and Recreation Study (2009) specifies that a standard needs to be set that is both aspirational and also achievable. For this reason the quantity standard for children's play space within Harrow has been set at 4m² of dedicated play space per child.

11.8 A table setting out the calculation of child yield is set out in **Appendix A**.

Financial contribution

11.9 Where a financial contribution is required for off site provision, this will be based on the child yield from the development, multiplied by 4m² of play space provision per child, multiplied by £95, which is the average cost per sq m of provision.

Chapter 12 Public Art

Introduction

12.1 The Council is in the process of updating its Cultural Strategy, the aim of which is to encourage strong leadership in the broader context of arts, culture and creative industries, and supporting new cultural practitioners across the Borough.

12.2 The provision of public art and artistic features should form an integral element to any development with a significant impact on its physical environment and setting.

Policy context

12.3 London Plan Policy 7.5 and Policies AAP1 and AAP7 seek the provision of a high quality public realm both within and adjoining development sites. The provision of such space includes the incorporation of public art, especially in areas of high footfall or public interest where people like to gather, to provide a point of interest and to engage users of the space.

Development types from which Obligations will be sought

12.4 All major development that has a significant impact on its physical environment and setting will be required to make provision for Public Art.

Form in which contributions should be made

12.5 Qualifying development schemes will normally be expected to provide public and artist designed elements up to a maximum of £50,000. A proportion of that art is expected to be free standing from the development or an independently commissioned art work, supporting the Cultural Strategy and local artists. The overall public art provision will be subject to consideration in light of other planning obligations sought, including the creation of new or improved public realm, and the design and architectural merits of the development proposed.

12.6 As appropriate, the funding of art can be by means of a sum set aside to be spent by the developer or a financial contribution to the Council. A transparent process of commissioning public art work, involving professional art organisations and/or stakeholder community engagement will be expected.

Chapter 13 Community Safety

Introduction

13.1 The promotion of good design, to design out crime, is the primary means of addressing community safety in the planning system. However, there will be instances where the nature of development will create the requirement for additional management measures to be put in place to tackle risks of access and security in the area of development.

Policy context

13.2 Policies DM2 and AAP4 require new development to create attractive, active and safe environments, including public spaces and access ways through or adjoining a site that are overlooked, have appropriate lighting, create a sense of ownership, and provide clear sight lines. While London Plan Policy 3.16 seeks the delivery of necessary social infrastructure to support development proposals.

Development types from which Obligations will be sought

13.3 All developments where relevant and required to meet safety needs arising from scheme, and/or where in terms of visitor numbers there is a requirement for Council or other public sector ongoing expenditure to deal with specific circumstances of visitor and public management.

Types of obligations

13.4 Measures to improve community safety in the vicinity of developments may include:

- improved street lighting;
- CCTV camera installation, coverage, and monitoring arrangements.

Form in which contributions should be made

13.5 Direct provision by the developer, the end user, or through financial contributions will be sought where appropriate to secure these facilities or services. The level of any financial contributions will be based on the cost of the works required.

Chapter 14 Historic Environment

Introduction

14.1 The London Borough of Harrow has a wide range of heritage assets, and the Council has a duty to conserve and enhance the significance, character and setting of the borough's historic environment.

Policy Context

14.2 London Plan Policy 7.8 and Policies DM7 and DM8 details the Council's policy requirements in relation to managing the historic environment, including archaeological assessment requirements.

Development types from which Obligations will be sought

14.3 Development proposals that include, or may impact, an identified heritage asset or its setting.

Types of Obligations

14.4 Where appropriate, the range of matters that could be included as part of a s106 agreement in relation to heritage assets include:

- repair, restoration or maintenance of a heritage asset(s) and their setting;
- increased public access and improved signage to and from heritage assets;

- interpretation panels/ historical information and public open days;
- production and implementation of a Conservation Management Plans;
- measures for preservation or investigation and recovery of archaeological remains and sites;
- display of archaeological sites;
- dissemination of historic environment information for public/school education and research; and
- sustainability improvements (such as loft insulation) for historic buildings.

Form in which obligations should be made

14.5 It is essential that heritage works are provided in a timescale commensurate with the proposed phasing of the development and the Council will seek to approve trigger points through the s106 agreement.

14.6 The obligation will be secured through developer provision of the identified works. Where appropriate, the obligation may include provision for the long-term maintenance of the heritage asset.

14.7 Where the proposal involves enabling development to secure the repair, restoration and maintenance of the heritage asset, the Council will require any identified funds raised through provision of the enabling development to be held in a escrow account, and appropriate arrangement put in place to manage the spending of such funds.

Chapter 15 Employment and Training

Introduction

15.1 The Mayor's London Plan cites the need to improve London's skills base, improve employment opportunities and remove barriers to employment, and identifies learning and skills as two key priorities for planning obligations. For the purpose of this SPD, this includes a wide range of activities and covers:

- employment and training including construction training and the use of local labour
- local regeneration initiatives, such as the development of incubator space for small businesses
- tourism
- town centre improvement and management

15.2 The Council's Enterprising Harrow 2007-16 Strategy, Local Economic Assessment 2012/13, and Economic Dashboard 2013 have identified that:

- local businesses have difficulty finding premises and retaining and attracting skilled people to the local economy
- there are pockets of low skilled residents with diminishing job opportunities
- the number of economically inactive residents is increasing
- there is a downturn in employment growth and limited expected increases in projected employment growth in outer London
- There is more retail purchasing by residents outside Harrow's town centres due to competition from existing and new retail locations such as Watford and Westfield at Shepherd's Bush
- 27.4% of working age residents are economically inactive

Planning Obligations (S106) SPD - Final

- Harrow town centre and Wealdstone District centre are important economic and employment hubs
- in some parts of the borough, particularly areas of social housing, worklessness is nearly 25%.

15.3 There is a need to ensure that appropriate skills are developed and that local residents, particularly those not in work, have the ability to access either the jobs created in building new developments and or once the development is built.

Policy Context

15.4 Core Policy SC1P and Policies DM31, DM32, AAP15 and AAP16 make provision for new and redeveloped employment floorspace where this delivers more viable and better suited floorspace tailored to meeting Harrow's future employment needs. These policies are supported by London Plan Policy 4.12, which seeks to improve employment opportunities for Londoners, to remove barriers to employment and progression, and to tackle low participation in the labour market. Part B of the policy requires strategic development proposals to support local employment, skills development and training opportunities.

15.5 The Mayor's policy on Planning Obligations (London Plan Policy 8.2) also affords importance in securing obligations to learning and skills development.

Development types from which Obligations will be sought

15.6 All major developments will need to contribute to local employment and training.

Types of Obligations

15.7 To support economic growth and local employment generation, various employment and training measures may be sought through planning obligations on new major development, including:

- Construction Training;
- General Employment and Training Contributions;
- Securing Employment Premises; and
- Use of Local Suppliers

Construction training

15.8 For all large-scale development the Council will seek to ensure that employment and training/skills development opportunities are provided to local people during the construction phase of the development.

15.9 The Council's Economic Development team provides programmes and services, directly and through partners, to support access to employment and training/skills development for local labour including brokerage, training, apprenticeships and work experience placements. Apprenticeships and Work Experience Placements enable residents to develop skills for existing and future employment opportunities from an early age.

15.10 Major Developments⁰ will be expected to comply with Planning Obligations relating to:

⁰ Major development is defined in the Town and Country Planning Act as development of 10 residential units or 1000sqm or 0.5ha or greater

- **Notification of Vacancies:** the developer will arrange for the notification of job vacancies to be made to the Harrow's Economic Development Team or other nominated agencies, to be advertised exclusively to local residents via the Economic Development Team's brokerage mechanism for a minimum period. The developer will also ensure that its contractors and sub-contractors within the supply chain comply with this obligation.
- **Local Labour:** The period of exclusivity is designed to maximise the supply of job ready local labour into the vacancies arising. A specified proportion of the overall number of construction workers employed on a development must be local trainees. The proportion should be agreed in advance. Normally the expected level would be one trainee per 10 construction workers engaged on site over the course of the development. Candidates for work based learning and training opportunities will be nominated by Harrow Council (or another agency as agreed by the Council).
- **Apprenticeships:** The developer will be expected to agree a specified proportion of the total number of construction and ancillary jobs as Apprenticeships. The expected level will be 1 Apprentice per £3 million development cost. A support fee of £1,500 per apprentice placement will also be payable to cover the recruitment process. The developer or its supply chain will be expected to employ Apprentices at least the minimum wage and support training/college release arrangements until attainment of their qualification at a minimum of NVQ Level 2. Candidates for Apprenticeship places will be nominated by the Council's Economic Development Team (or other agency as agreed by the Council).

15.11 In order to achieve the maximisation of local labour as proposed via the above obligations the Developer and main contractor will provide construction phasing information and labour forecasting data to the Council to enable appropriate, job ready local candidates to be matched to job opportunities as they arise.

15.12 The Developer will enter into a Local Training and Employment Agreement with the Council based on the obligations above which will establish greater detail for the supply of local labour within the development programme. This will include; the provision for training opportunities and local recruitment by the owner/developer and their contractors.

15.13 Following adoption of the Training and Employment Agreement the owner/developer, and their contractors, will work with Harrow Council's Economic Development team to implement and, where necessary, procure implementation and promote the objectives of the approved Agreement. The Developer will also identify a named contact responsible for implementation of the provisions within the Local Employment Agreement.

15.14 The Economic Development team will support the owner/developer and their contractors to advertise and promote employment and training opportunities, identify recruits for employment and training, act as a liaison with local and sub-regional employment and training providers.

15.15 Contractors and sub contractors will be requested to ensure that their labour agencies engage with Harrow Council to facilitate local unemployed residents access job opportunities.

15.16 Appendix 5 provides a template for an Employment and Training Plan.

15.17 In exceptional circumstances, where a developer is unable to provide such local employment opportunities as required the Council may accept a commuted sum to enable adequate alternative employment opportunity to be provided. This would be calculated based on the cost of Construction Training Placement £2,615 multiplied by the gross internal area of development (sqm)/ 1,000 (sqm).

General Employment and Training Contributions

15.18 For major development schemes that have a significant impact in creating new long term employment opportunities the Council will require the developer to collaborate with the Council's Economic Development Team in seeking agreement with end users to participate in Council agreed initiatives to access to employment for local labour.

15.19 The mechanism by which the Developer and the Council will work together to maximise access to end use employment opportunity for local labour will be specified in the Local Employment Agreement. The Council will expect the Developer to agree to the provision jobs to be taken by local people (including Apprenticeships) in the final development.

15.20 In exceptional circumstances, where a developer is unable to collaborate with the Council in maximising access to end use employment opportunity for local labour the Council may accept a commuted sum to enable adequate alternative employment opportunity to be provided. This would be calculated based upon the employee yield of the development (i.e. the net new floor area / number employees per sq m), multiplied by employees resident in Harrow (28%), multiplied by employees in Harrow requiring training and support (20%), multiplied by the cost of training and support per person (£2615).

Use of Local Suppliers

15.21 The Council is committed to maximising the benefits of local investment for local economy. It therefore wishes to encourage developers to consider the use of local companies and suppliers during the construction of major schemes. This will help achieve a multiplier effect for the local economy, to this end the Council will work with developers and their contractors to achieve the procurement of goods and services from companies and organisation based in the Borough up to an agreed percentage of the total value of the contract.

15.22 The Councils Economic Development Team can support the development of local supply chains through its extensive local network of traders associations, Chamber of Commerce, Federation of Small Businesses, Large Employers Network, banks, and Harrow in Business. In addition, the on-line Harrow Business Directory hosts over 1,000 Harrow businesses and the monthly email Business newsletter sent to local businesses includes details of events and contract opportunities.

15.23 Where the value of a scheme exceeds £5 million a Local Procurement Plan will be included within the Local Employment Agreement. The Local Procurement Plan will be based on a agreed target (typically 20%) of the value of qualifying supplies and services to be provided from companies and organisations based in the Borough.

15.24 As part of the local supply chain obligation the Council will expect developers to brief sub-contractors on the requirements of the Local Procurement Plan and ensure that cooperation is agreed as a prerequisite to accepting sub-contract tenders and include a written statement in contracts with sub-contractors encouraging them to work with local businesses.

15.25 The Local Procurement Plan will also establish the requirements for monitoring information to be provided with reference to contracting activity and the outcomes with regard to local businesses.

15.26 The developer will be expected to collaborate with the Council to ensure that the local supply chain benefits from the end use of the development wherever possible. The Economic Development team can work with the developer and its named contractors, to promote tender opportunities to local businesses and business membership organizations, organise 'Meet the Buyer' events to outline the procurement processes of the developer and or main contractor.

15.27 In exceptional circumstances, where a developer is not able to provide such opportunities as part of the development proposal, the Council may accept a commuted sum payment to enable adequate alternative services or opportunities to be provided in the locality. In this circumstance, the Council would seek a sum to reflect what percentage of local supply may be viable and achievable in the local economy. The sum will be based against benchmarks for similar scale projects and the standard costs for the delivery of such opportunities elsewhere in the borough. In determining the figure regard will be had to the 20% value target.

Scheme by scheme approach

15.28 The Council recognises that employment and enterprise opportunities will vary according to the nature and location of developments in question. This may mean that some opportunities are given greater weight than others within the agreed Local Employment Agreement. The Agreement will have due regard for economic viability but the onus is on the developer to provide justification as to why it may not be possible to deliver against the benchmarks set out above. The Council is also willing to negotiate different ratios and rates on larger construction schemes defined as £30 million in construction contract value.

Chapter 16 Sustainable Design and Construction

Introduction

16.1 There are a number of different policies and regulations which influence the standards of sustainability in new developments and this is an area of policy that is constantly evolving.

Policy context

16.2 Alongside the policies and requirements of the London Plan, the sustainability standards the Council expects from development in Harrow are set out in Policy DM12, and the Council's Sustainability Checklist within its Sustainable Building Design SPD: These provide detail on the appropriate standards for different types of development including BREEAM, the Code for Sustainable Homes and Ecohomes as well as standards relating to energy efficiency, decentralised energy networks and renewable energy. For major developments the Council will require developers to pay for independent assessment of their sustainability information and reports to ensure compliance with the Council's policies. Meeting the requirements for sustainable design and construction is often achieved in the detailed design or construction phases. Normally, requirements for sustainable design will be dealt with using conditions, but in some circumstances, a s106 agreement may be required to secure the highest environmental standards of development.

Development types from which Obligations will be sought

16.3 All development proposed for minor and major developments

Types of obligations

16.4 The following features may be specified through further details required to be submitted as part of a s106 Agreement if they cannot be implemented through the approved design or satisfactorily secured through conditions:

- energy efficient design measures;
- renewable energy facilities;
- waste and recycling storage facilities;
- water retention and recycling facilities;
- heating or cooling systems;
- internal water consumption levels; and
- the proportion of materials used from sustainable sources.

16.5 Some proposals may generate a requirement for inclusion of a management plan in the s106 agreement, depending on the scale, nature and location of the scheme.

16.6 A s106 agreement may also be used by the Council to require the developer to carry out and submit a post-construction review to ensure that the development has met the criteria which were approved earlier as part of the pre construction estimate assessment where relevant. The Council may not permit occupation of the development until a satisfactory post-construction review has been provided and any issues identified in that review have been satisfactorily addressed

Form in which obligations should be made

16.7 The preference is for developments to meet targets set out in the adopted Local Plan or London Plan on-site. Where required targets cannot be met, developers may be required to contribute to a CO2 offset fund which will go towards the funding of off-site CO2 reduction measures in the locality.

Chapter 17 Decentralised Energy Networks

Introduction

17.1 The London Plan calls for borough Local Plans to maximize the opportunities for providing heating and cooling networks that are supplied by decentralised energy. Harrow Core Strategy requires decentralised energy supply systems to be sought wherever appropriate. Harrow's Heat Map identifies a number of opportunities, based on current and proposed development heat loads, to establish localized networks, with the greatest opportunity identified within the Heart of Harrow, and promoted by the Council through its AAP.

Policy context

17.2 London Plan Policy 5.5 and Core Policy CS1T seek to promote and secure opportunities for decentralised energy provision. These policies are further supported by London Plan Policy 5.6 and Policies DM13 and AAP10, which require new development proposals to prioritise connection to existing or proposed decentralised energy networks, where feasible.

17.3 Development types from which Obligations will be sought

17.4 Major developments near to a planned or potential future network should make provision for a connection to the network should one be established, unless developers can demonstrate it is not technically feasible or financially viable.

Types of obligations

17.5 Where appropriate s106 agreements may be used to secure the following:

- the installation of CHP/CCHP and the generation and use of energy;
- details that ensure the plant and its operation is energy efficient with regards to operating hours, compatibility with the need (amount and timing) for heat, and requirements for a heat store;
- details that ensure the design of the heating system is compatible with any nearby existing or planned decentralised energy networks (e.g. in accordance with the London Development Agency Document 'Consumer Connection to a Large CHP District Heating System' where appropriate) the export of heat, cooling and/or electricity;
- development's use of heat, cooling and or electricity from a decentralised energy network;
- provision of sufficient space for future plant, heat exchanges, connection points to either generate, export and take heat, cooling and/or electricity;
- details of how the development (or each phase of a development) will connect to a planned decentralised energy network and how energy demands will be met prior to the any connection with a decentralised energy network and a financial contribution towards a future local decentralised energy network.

Form in which obligations should be made

17.6 The preferred form for securing the obligation is through developer provision of the identified works both on and off-site. However, where connection to a network is required, a financial contribution, paid to the Council or its agent, may be acceptable to carry out any identified off-site works. The level of any financial contributions will be determined on the basis of the cost of works required.

Chapter 18 Flood Risk

Introduction

18.1 In accordance with the NPPF and the Local Plan, development proposals within Areas at Risk from Flooding as identified in the Strategic Flood Risk Assessment will be required to demonstrate that they comply with guidance set out in PPS 25 Flooding, and the Local Plan. In particular this ensures that the developer carries out the necessary works and that future maintenance commitments are met. They may also apply planning conditions which would require completion of the necessary works before the rest of the development can proceed.

Development types from which Obligations will be sought

18.2 Development proposed on any site located in and identified in the Strategic Flood Risk Assessment, or where it is considered that the impact of a proposal would result in increased flood risk downstream.

Types of obligations

18.3 Flood risk mitigation measures such as Sustainable Drainage Systems (SUDS) are normally implemented through the approved design or satisfactorily secured through conditions. It is anticipated that from April 2014 the Council will have responsibilities under the Flood and Water Management Act to establish a SUDS Approval Body to approve and where appropriate adopt and maintain SUDS. When these responsibilities are enacted the Council where applicable will require a commuted sum which would go towards the long term maintenance of the SUDS. This will ensure functional drainage of the SUDS scheme over the life of the development. The commuted sum would exclude fees set by the Council towards administering an application and inspection which will be required separately.

18.4 For some new development, it may be necessary to provide surface water storage and infiltration to limit and reduce both the peak rate of discharge from the site and the total volume discharged from the site. There may be circumstances where it is appropriate for infiltration attenuation storage to be provided outside the development site, if necessary through the use of a s106 agreement. Additionally, where the surface water system is provided solely to serve any particular development, the construction and ongoing maintenance costs should be fully funded by the developer. S106 agreements may be appropriate to secure this.

Chapter 19 Biodiversity

Introduction

19.1 Sites that are protected for their semi-natural characteristics, open spaces and suburban gardens support the co-existence of a diverse range of habitats and species that contribute to the natural environment and quality of life in Harrow. The National Planning Policy Framework (2012) establishes a set of principles for conserving and enhancing biodiversity when determining planning applications. Policy 7.19 of the London Plan (2011) gives effect to the London-wide Biodiversity Action Plan and requires development proposals to make a positive contribution to the protection, enhancement, creation and management of biodiversity. Together with the policies in the Harrow Local Plan (outlined below), the provisions of Harrow's Biodiversity Action Plan (2008) and the Green Grid, development over the plan period is expected to safeguard and improve the Borough's biodiversity for future generations.

Policy Context

19.2 Local Plan policies DM20 and AAP12 seek to conserve and enhance the natural environment through ensuring new development proposals minimise impacts on biodiversity and provide net gains in biodiversity where possible.

Development types from which Obligations will be sought

19.3 There are no overall minimum development threshold below which obligations will not be sought. Proposals from householder to major development, in urban or suburban locations, including commercial developments, have the ability to incorporate features within their design that can create habitats for wildlife, and such opportunities should be explored and, where possible, provided.

Form in which contributions should be made

19.4 Planning obligations may be used to require developers to carry out works to secure or reinstate existing habitat features, enhance existing features, create new features or to undertake habitat creation schemes. Compensatory measures are expected to be provided on site as part of the overall development proposal.

19.5 In those very exceptional cases where a developer cannot protect an ecological habitat adjacent to or within the boundaries of the site, and in other respects the development is acceptable, they will be required to provide an alternative compensatory measure of equal or greater value in the locality. These measures could be land off-site on which the Council or other responsible agency can carry out works and recover the reasonable costs from the developer, or assistance in enlarging or enhancing existing nature conservation assets and habitats in the locality and make provision for maintenance of the site. The appropriate level of contribution will be considered on a case by case basis.

19.6 A commuted sum may be requested where additional monitoring or survey work is considered necessary to confirm that relevant environmental measures have been implemented successfully as part of a scheme. Some developments may result in increased activity and affect the value of areas of nature conservation adjacent to or within the site. In certain circumstances s106 agreements may be appropriate to restrict types and hours of activities and development rights. They may also be used to control access so as not to damage or harm existing features and to make provision for the long-term maintenance of directly affected sites.

Appendix 1 Child and Occupancy Yields

Child Yield

Affordable Housing

	multiplier 0-4	multiplier 5-10	multiplier 11-15	multiplier 16-17	Summary multiplier 0-15
1 bed	0.2	0	0	0	0.2
2 bed	0.64	0.23	0.08	0.05	0.95
3 bed	0.62	0.74	0.47	0.17	1.83
4 bed	0.41	1.22	1.29	0.37	2.93
5 bed	0.57	1.66	1.76	0.51	3.99
6 bed	0.75	2.22	2.35	0.68	5.32

Private Housing

	multiplier 0-4	multiplier 5-10	multiplier 11-15	multiplier 16-17	Summary multiplier 0-15
1 bed	0.03	0.01	0.01		0.06

2 bed	0.17	0.08	0.03		0.29
2 bed houses	0.26	0.15	0.13		0.52
3 bed	0.31	0.21	0.13		0.66
4 bed	0.41	0.41	0.31		1.13

Occupancy Yield

No of New Housing Units	Standard Occupancy (HUDU Default Figures for LB Harrow)
Studio/1 bedroom	1.4
2 bedrooms	2
3 bedrooms	2.8
4+ bedrooms	3.5

Appendix 2 Mix of Units for Affordable Housing

Social/Affordable Rent housing

The priority is for 2 bedrooms and family sized housing (i.e. 3 bedroom+) and therefore the following target mix and occupancy levels will be applied and updated periodically where appropriate:

- 1 bed 2 person – 12%
- 2 bed 4 person – 48%
- 3 bed 5-6 persons– 28%
- 4 bed 6-8- persons -7%
- 5 bed 9-10 persons – 5%

The Council’s approach is to seek to achieve this mix on every development site, except on sites capable of providing a higher proportion of family housing.

Intermediate housing

- 1 bed – 20%
- 2 bed – 50%
- 3 bed – 20%
- 4 bed – 10%

Affordability levels for intermediate housing

With regard to affordable intermediate housing, the following income ranges represent an indication of what is considered appropriate in Harrow, based on incomes of recent successful purchasers of intermediate properties in Harrow:

1 bed – Target household income £18,000

2 bed – Target household income £27,000

3 bed – Target household income £33,000

4 bed – Target household income £40,000

In considering what is affordable to intermediate households the Council regards that no more than 40% of a net household’s annual income should be allocated towards housing costs (including service charges).

Appendix 3 Schedule of Inputs Required for Viability Appraisal

Input Ref	Item	Description	Preferred Source
Costs			
1.	Base Build Cost	Building costs for each specific type of building exclusive of abnormal costs. Contingency information if applicable.	Quantity Surveyors Cost Plan for proposals.
2.	Abnormal Costs	Cost over and above the normal associated base build costs.	Quantity Surveyors Cost Plan for Proposals. Relevant specialists report.
3.	Infrastructure Costs	Cost of associated infrastructure/services to be provided to enable the development if appropriate.	Quantity Surveyors Cost Plan for Proposals. Relevant specialists report.
4.	Professional Fees	Planning, Engineers, Design, other consultant fees.	Industry norms or otherwise as set out within developer budget.
5	Finance	Interest rates, arrangement fees, land holding costs etc	Evidence from funder or otherwise industry norm.
6.	Planning Obligations/CIL	Other payments to the Local Authority/Mayor expected.	Confirmed with Planning Department
7.	Acquisition Cost	Legal fees, stamp duty, agent’s fees etc.	Contract Information, HMRC

8.	Marketing Costs	Costs associated with marketing and sales of private sales units.	Developer budget, Industry norms.
9.	Developer Return	Developer profit assumed on residential and commercial aspects of proposals	Developer’s budget, Industry norms at date of application.
Values			
10.	Residential Values	Sales value of each different unit type on a unit and £m2 basis.	RICS local valuer
11.	Commercial Values	Capital value of any commercial provision with yield and rental information	RICS local valuer
12.	Affordable Housing Value	Details of assumptions in relation to rents and intermediate housing. Offers from preferred local Registered Providers should be sought prior to submission. Assumptions in relation to receipt of grant funding from the GLA must also be set out.	Registered Provider Harrow Housing Enabling team.
13.	Ground Rents	Capital value of ground rent investment on leasehold properties proposed	RICS local valuer, Industry norms.
Benchmark Land Value			
14.	Existing or Alternative Use Land Value	Value of land in its existing/permitted alternative use (without hope value).	RICS valuer
15.	Acquisition Price	Price paid for the land (if already purchased). For comparable purposes only.	Land Registry

Appendix 4 Off Site Calculator Appraisal User Notes and Principals

The National Planning Policy Framework (NPPF) is very clear that local plans should set policies to meet identified need for affordable housing on site, unless off site provision or a financial contribution of broadly equivalent value can be robustly justified.

The London Plan resonates with this, stating that “affordable housing provision is normally required on site. In exceptional circumstances it may be provided off-site or through cash in lieu contributions ring fenced, and if appropriate pooled, to secure efficient delivery of new affordable housing on identified sites elsewhere”.

The London Housing SPG (2012) makes it clear that in order to avoid incentivising off- site provision, agreements for this should be financially neutral in terms of the benefit to the applicant relative to onsite provision requirements.

Harrow Council expect affordable housing provision to be on site in almost all circumstances except where it can be demonstrated that it would be inappropriate to provide affordable housing units given the nature, scale or location of the development site or where it can be shown that off site provision would be advantageous to overall affordable housing provision in the borough.

Harrow’s approach to determining appropriate off site contributions seeks to establish the financial contribution the developer would make towards affordable housing provision were the units to be provided on the development site (on a nil grant basis). The basis of the calculation is as follows:

Market Value of the Sales units on site
Minus Developer Profit and Marketing Allowance
Equals the cost of build, fees and land to develop the unit on site
Minus grant free income from a registered provider (i.e. the anticipated affordable housing price)
Equals the cost to the developer of subsidising affordable housing (i.e. the developer contribution towards affordable housing)

This calculation ensures that off site contributions are financially neutral as well as being fair and reasonable as required by policy. The applicant should provide suitable evidence of the assumptions relied upon in any submission, similar to the requirements of the viability appraisal assumption requirement set out at Appendix 3

For ease of calculation an accompanying Excel spreadsheet with the above approach set out within is provided for users. Only the cells highlighted in yellow are required to be filled out.

The following information is required:

- Open Market Value of the units on site;
- Assumed Developer Return (to include Marketing costs);
- Assumed Social/Affordable Rent of each type of property (to be agreed with the Housing Enabling team);
- Assumed allowance for management, maintenance, voids and repairs of rented units (to be agreed with the Housing Enabling team);
- Assumed yield for Social/Affordable rents (to be agreed with the Housing Enabling team):

Planning Obligations (S106) SPD - Final

- In respect of any Shared Ownership units the assumed initial sale percentage and rent level on unsold equity (to be agreed with the Housing Enabling team).
- Anything highlighted as “to be agreed with the Housing Enabling team” already has a default assumption contained within the draft appraisal and changes to these can be discussed where appropriate following the submission of the appraisal.

The Housing Enabling team can be contacted by calling 020 8420 9228/9.

Link to online version of calculator


Example Off Site Calculation

Fill in Yellow Cells

Overall Unit Number: 25

Affordable Percentage: 40%

Site	Test Site
Address	Test Site
Application Ref	Test Site



Target split

Rented (Social/Affordable)			Profit/Prop	Net Cost of	Social/Afford	Mgt. Main. Voids Charge %	Yield	Capitalised Rent	Commuted Sum
Unit Type	No. Off Site	OMV	20.00%	on site Provision	Rent per week	18.00%	6.00%		
1 bed flat			£0.00	£0.00		£0.00	6.00%	£0.00	£0.00
2 bed flat	3	£215,000	£43,000.00	£172,000.00	£185	£33.30	6.00%	£131,473.33	£121,580.00
3 bed flat	3	£275,000	£55,000.00	£220,000.00	£200	£36.00	6.00%	£142,133.33	£233,600.00
2 bed house			£0.00	£0.00		£0.00	6.00%	£0.00	£0.00
3 bed house			£0.00	£0.00		£0.00	6.00%	£0.00	£0.00
4 bed house			£0.00	£0.00		£0.00	6.00%	£0.00	£0.00
5 bed house			£0.00	£0.00		£0.00	6.00%	£0.00	£0.00
60%	Tot. Units	6	60%					Subtotal	£355,180.00

Intermediate (assumed Shared Ownership)			Profit/Prop	Net Cost of	Equity Rent	Mgt Charge %	Yield	Capitalised Rent	Initial Sale	Commuted Sum
Unit Type	No. Off Site	OMV	20.00%	on site Provision	2.75%	6.50%	6.00%		40.00%	
1 bed flat	2	£180,000	£36,000.00	£144,000.00	£2,970.00	£193.05	6.00%	£46,282.50	£72,000.00	£51,435.00
2 bed flat	2	£215,000	£43,000.00	£172,000.00	£3,547.50	£230.59	6.00%	£55,281.88	£86,000.00	£61,436.25
3 bed flat			£0.00	£0.00	£0.00	£0.00	6.00%	£0.00	£0.00	£0.00
2 bed house			£0.00	£0.00	£0.00	£0.00	6.00%	£0.00	£0.00	£0.00
3 bed house			£0.00	£0.00	£0.00	£0.00	6.00%	£0.00	£0.00	£0.00
4 bed house			£0.00	£0.00	£0.00	£0.00	6.00%	£0.00	£0.00	£0.00
5 bed house			£0.00	£0.00	£0.00	£0.00	6.00%	£0.00	£0.00	£0.00
40%	Tot. Units	4	40%					Subtotal		£112,871.25

Affordable Units: 10	Total Payment: £468,051.25
----------------------	----------------------------

Picture .1

Appendix 5 Employment and Training Agreement

Employment and Training Agreement

Site:

Owners:

This document forms the developer’s response to sections of the Section 106 Agreement between Harrow Council and the Owners

This development will consist of:

The length of construction is likely to be (insert xxxxxxxxxxxx)

1. Objectives

The objectives of this plan are to promote and recruit employees, contractors and subcontractors from within the Council’s geographical area during the construction of the Development

2. Delivery - construction phase

[insert here how the objectives in 2 above will be delivered during the construction of the building(s) using the sub-headings below]

- Recruitment Labour
- Procurement of goods and services
- Provision of apprenticeships (transfers from existing provision, new starts, completers)

Please complete the training template at the end of this document with details of the opportunities that will be created.

3. Contact details

Please include here contact details for the owner’s representative responsible for implementation of the deliver plan

Name

Telephone

E mail,

Address

4. Employment and Training Template

Table 1: Indicative Targets

Category	Targets
Work Experience 18+ yrs	Please complete

Apprentices – Starts (persons) ⁰	Please complete
Apprentices - Existing (persons)	Please complete
Apprentices – Completions (persons)	Please complete
Jobs Created	Please complete
Construction weeks	Please complete

Table 2: Please include here details of planned training opportunities that will support this development and meet the targets provided in Table 1. You may want to use the template below.

Work Package	Work Experience 18+ yrs	Apprentices	Jobs Created	Construction weeks
Demolition/ Remediation				
Groundwork				
Build Out				
First Fix				
Second Fix				

5. Contractors and subcontractors

Please insert how the owners will promote and recruit contractors and sub-contractors in the area. This may include working with the Employment Advisor to deliver Meet the Buyer Events, accessing Harrow Council data on local suppliers, or advertising locally.

6. Monitoring and Reporting

The table below details the monitoring arrangements which will demonstrate progress to the council. Monitoring reports should be made on a quarterly basis from the commencement of development.

LOCAL DEVELOPMENT FRAMEWORK PANEL MINUTES

3 OCTOBER 2013

Chairman: * Councillor Stephen Greek

Councillors: * Marilyn Ashton * Bill Phillips
* Keith Ferry * Navin Shah
* Thaya Idaikkadar * Simon Williams

* Denotes Member present

RECOMMENDED ITEM

115. Planning Obligations Supplementary Planning Document

The Panel received a report which summarised the public consultation comments on the draft Planning Obligations Supplementary Planning Document (SPD), the Council's response and the respective proposed changes to the SPD.

An officer reported that Harrow's Community Infrastructure Levy (CIL) was brought into effect on the 1st October 2013. The Planning Obligations SPD had been developed to clarify the relationship between the CIL and Planning Obligations.

The officer made the following points:

- The CIL was to be used to fund strategic infrastructure such as schools and healthcare. The Planning Obligations SPD would be used to secure affordable housing and to mitigate site specific impacts;

- The Planning Obligations SPD had been subject to public consultation. 9 responses had been received on the consultation. The bulk of these responses had been received from statutory bodies;
- The Highways Agency had responded that they had no comments and Natural England confirmed their support for the SPD and sought no amendments;
- Thames Water had sought to include a paragraph requiring developers to demonstrate sufficient wastewater and sewerage capacity both on and off the site to serve the development. The Council's Local Plan had already contained this requirement and confirms that, in instances where improvements are required, the Council would use a planning condition rather than a planning obligation;
- Campaign for a Better Harrow Environment had provided several useful comments, most of which had been taken on board;
- The majority of comments made by the Kingsfield Estate Residents' Action Group and Harrow Environmental Forum were outside the scope of the SPD;
- The Mayor of London had raised concerns regarding the SPD's conformity with the London Plan and the Revised Early Minor Alterations, which prevents boroughs from introducing rent caps for affordable rented housing within planning policy. The SPD had referenced the Council's Tenancy Strategy which did suggest that the Council would introduce rent caps. Council officers had therefore proposed that the SPD should therefore remain silent on this issue and the section on housing affordability be deleted completely.

During the discussion on this item, Members of the Panel commented that the report should make clear that funds raised under CIL would fund strategic infrastructure and that this would not be the sole source of funding. It would also be helpful if the risk register was updated correctly.

Resolved To RECOMMEND (To Cabinet):

That the Planning Obligations Supplementary Planning Document be approved and adopted.

Reasons for Recommendation:

1. To ensure the SPD, when adopted, is afforded weight as a material planning consideration.
2. To reflect the Council's introduction of a Community Infrastructure Levy (CIL) and to clarify the relationship between CIL and Planning Obligations to reduce the planning risk of 'double dipping' when seeking or securing contributions from development towards specific infrastructure requirements.

Document is Restricted

This page is intentionally left blank