

# Cabinet AGENDA

**DATE:** Thursday 12 December 2013

**TIME:** 6.30 pm

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

## MEMBERSHIP

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**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](mailto: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 - 32)**

That the minutes of the special Cabinet meeting held 18 November 2013 and the ordinary meeting held on 21 November 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, 9 December 2013. Questions should be sent to [publicquestions@harrow.gov.uk](mailto: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, 9 December 2013].**

### **7. KEY DECISION SCHEDULE - DECEMBER 2013 TO FEBRUARY 2014 (Pages 33 - 48)**

**8. PROGRESS ON SCRUTINY PROJECTS (Pages 49 - 50)**

For consideration.

**CHILDREN AND FAMILIES**

**KEY 9. SCHOOL EXPANSION PROGRAMME (Pages 51 - 80)**

Report of the Corporate Director of Children and Families.

**ENVIRONMENT AND ENTERPRISE**

**KEY 10. STANMORE AND EDGWARE CONSERVATION AREAS SUPPLEMENTARY PLANNING DOCUMENT (Pages 81 - 108)**

Report of the Corporate Director of Environment and Enterprise.

**KEY 11. LOCALLY LISTED BUILDINGS SUPPLEMENTARY PLANNING DOCUMENT (Pages 109 - 132)**

Report of the Corporate Director of Environment and Enterprise.

**12. AUTHORITY MONITORING REPORT (Pages 133 - 140)**

Report of the Corporate Director of Environment and Enterprise.

**COMMUNITY, HEALTH AND WELLBEING / RESOURCES**

**KEY 13. DRAFT HRA BUDGET 2014-15, DRAFT MTFS 2015-16 TO 2017-18, DRAFT HRA CAPITAL BUDGET 2014-15 TO 2017-18 (Pages 141 - 162)**

Joint Report of the Corporate Director of Community, Health and Wellbeing and Resources.

**RESOURCES**

**KEY 14. CALCULATION OF COUNCIL TAX BASE FOR 2014-2015 (Pages 163 - 170)**

Report of the Corporate Director of Resources.

**KEY 15. CALCULATION OF BUSINESS RATES INCOME FOR 2014 - 2015 (Pages 171 - 180)**

Report of the Corporate Director of Resources.

**KEY 16. DRAFT REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2014-15 TO 2017-18 (Pages 181 - 250)**

Report of the Director of Finance and Assurance.

- KEY 17. DRAFT CAPITAL PROGRAMME 2014-15 TO 2017-18** (Pages 251 - 272)  
Report of the Director of Finance and Assurance.
- KEY 18. REVENUE AND CAPITAL MONITORING FOR QUARTER 2 AS AT 30 SEPTEMBER 2013** (Pages 273 - 306)  
Report of the Director of Finance and Assurance.
- KEY 19. COLLECTION FUND 2013-14** (Pages 307 - 312)  
Report of the Director of Finance and Assurance.
- 20. HALF YEAR 2013/14 TREASURY MANAGEMENT ACTIVITY** (Pages 313 - 330)  
Report of the Director of Finance and Assurance.
- 21. PROCUREMENT OF BANKING SERVICES** (Pages 331 - 336)  
Joint Report of the Director of Finance and Assurance and Divisional Director of Commercial, Contracts and Procurement
- 22. STRATEGIC PERFORMANCE REPORT - QUARTER 2** (Pages 337 - 370)  
Report of the Corporate Director of Resources.
- 23. ANY OTHER URGENT BUSINESS**  
Which cannot otherwise be dealt with.
- 24. EXCLUSION OF THE PRESS AND PUBLIC**  
To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves 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>
25.	Procurement of Banking Services - 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

### 25. PROCUREMENT OF BANKING SERVICES (Pages 371 - 372)

Appendix to the Joint Report of the Director of Finance and Assurance and Divisional Director Commercial, Contracts and Procurement

#### \* DATA PROTECTION ACT NOTICE

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

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

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

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# **CABINET (SPECIAL)**

## **MINUTES**

### **18 NOVEMBER 2013**

**Chairman:** \* Councillor Susan Hall

**Councillors:**

* Kam Chana	* Janet Mote
* Tony Ferrari	* Paul Osborn
* Stephen Greek	* Simon Williams
† Manji Kara	* Stephen Wright
* Barry Macleod-Cullinane	

**Non Executive  
Non Voting  
Councillors:**

* Graham Henson	* David Perry
* Thaya Idaikkadar	

\* Denotes Member present  
† Denotes apologies received

#### **711. Apologies for Absence**

Received from Councillor Manji Kara, Portfolio Holder for Community and Culture.

#### **712. Declarations of Interest**

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

## RESOLVED ITEMS

### 713. **Parking Review: 20 Minutes Free Parking Initiative - Referral by Call-in Sub-Committee**

Cabinet received a report of the Director of Legal and Governance Services setting out the decision of the Call-In Sub-Committee meeting held on 5 November 2013 following the receipt and consideration of a Call-in Notice in relation to the Cabinet decision of 17 October 2013 on the 'Parking Review: 20 Minutes Free Parking Initiative'.

The Leader of the Council and Portfolio Holder for Community Safety and Environment referred to the decision of the Call-in Sub-Committee, including the discussion at that meeting. The Leader was of the view that it was unlikely that Cabinet would be minded to amend its original decision. Her preference was for a cross-party group to be set up to identify how a borough-wide free parking scheme, which was an admirable aspiration, could be implemented. She added that it was essential that similar schemes in other boroughs were explored, in particular the scheme in operation in the Borough of Hillingdon, in order to ensure that a suitable scheme for Harrow was considered and implemented across the borough and for the right reasons and supported by the correct technology. The Leader acknowledged that a borough-wide free parking scheme for Harrow could prove to be unviable and a drain on the Council's finances, however all options ought to be explored in the interests of all residents and businesses in Harrow.

The Leader stated that the discussion at the Call-In Sub-Committee had also helped to identify ideas, including how other boroughs dealt with parking issues. A cross-party group would help progress these ideas with a view to identifying a positive scheme and which all parties would be able to sign up to. A scheme that was supported by all was the best way forward for Harrow's residents and businesses. A scheme that was linked into a Library/Leisure Card and which offered discounts might be a better way forward and needed to be investigated.

The Leader urged Members of the Opposition to participate in the proposed cross-party group so that ideas could be discussed and explored. She referred to the Call-in grounds and made the following comments:

- with regard to 'inadequate consultation', there was no requirement for any consultation, including if the scheme were to be rolled out. No consultation had been taken at the outset of the Scheme under the former administration(s). However, she acknowledged that consultation was a key aspect of any proposal and suggested that it would be prudent to carry out consultation at various stages for any trials for future proposals for free parking. She added that any scheme implemented should be borough-wide so that all residents and businesses could enjoy the benefits of free parking;
- with regard to 'action was not proportionate to the desired outcome', detailed legal and financial implications were a key aspect of any report



and decision-making and her administration would not expect anything less. It was also important to appreciate that the money that would be spent belonged to the residents and it was important that any spend provided value for money which was a crucial aspect of any decision-making. The Leader stressed that there was a need to have due regard to the financial and legal consequences of any decisions taken;

- the Scheme, if implemented, would require an additional £25,000 to cover maintenance costs and it was important to take this aspect into consideration. In relation to the Penalty Charge Notice (PCNs), the income expected had been taken into account in the Medium Term Financial Strategy (MTFS). It was important to appreciate all aspects of the costs associated with the Scheme in order to ensure its viability, as revenue pressures would be created by the Scheme;
- she was supportive of the principle of free parking provided it was viable. The Scheme in question was unviable and the increase in footfall was negligible. There were better ways of increasing trade for businesses and she cited the splendid work undertaken previously by the Business Development team and the former Portfolio Holder as one such example which had helped to rejuvenate the North Harrow area;
- she would look at alternatives that would link free parking with a Card with a view to increasing the footfall in all the shopping areas. She acknowledged that there were problems associated with the Hillingdon Card/Scheme and that it had not been a panacea. Harrow Council would need to make adjustments to the Hillingdon Card/Scheme in order to make it successful, such as linking it with discounts at Harrow based businesses;
- a desired outcome was a parking scheme that was beneficial to residents and businesses, as taxpayers. It was therefore important to explore ideas and to cost a scheme that offered the best solution and met the needs of Harrow.

The non-voting non-Executive Cabinet Members responded as follows:

- the stance taken by the Leader and her administration on this matter was disappointing. The Call-In Sub-Committee had upheld the case that residents and businesses had not been consulted and once again a decision would be taken without any consultation;
- whilst consultation might not have been required, it was good practice to listen to the views of residents and businesses and that the business representatives in the audience had not been given a voice or allowed to present the benefits of free parking to them. The decision could not be considered to be a fair one for Harrow's business community and for an administration whose priority included a fairer Harrow.

- some consultation was better than no consultation, and that the administration was aware that other free parking models, including the free parking scheme in Hillingdon, had already been examined by officers;
- it was important to ascertain and balance the increase in footfall with the business turnover, as an increase in turnover of £6,000 would make a considerable difference to small businesses and allow them to survive. With the festive season approaching, free parking would be a bonus for all. A free parking scheme linked to a Harrow Card had previously been examined and proved to be too expensive to implement;
- budget pressures of implementing the Scheme were in the region of £60,000 and that the Scheme ought to be implemented until March 2014 to allow an incoming administration to take a longer term view thereafter;
- consultation had taken place in 2011/12 and the residents had supported free parking. The Scheme was the culmination of discussions at Commissioning Panels and the financial information in the report showed that the Scheme was on track. The figures in the report showed that the Scheme was financially viable and accorded with the Medium Term Financial Strategy (MTFS) until at least 2014;
- the objection was the use of the PCNs issue as a reason for not going ahead with the Scheme. The Hillingdon Card was flawed. It was important that the new administration listened to the democratic process, as residents had highlighted the provision of free parking as one of their three key priorities.

In response, the Leader of the Council and the Portfolio Holders for Communications, Performance and Resources and Business and Enterprise stated that a trial did not require consultation. Moreover, giving a voice to one section of the community and not any others would be unfair and inappropriate for any listening Council. Consultation had to be meaningful and what discredited the notion of consultation was when a scheme that was unworkable was consulted on resulting in an implementation of a scheme that the consultation did not support. Such a course of action also discredited the whole notion of people being able to influence decisions. Additionally, a footfall increase of 2% in one area would easily be negated by the cost of the Scheme to the tax payers of the borough. It was important to understand the implications of decisions and for a Call-In Sub-Committee to argue its case on 'insufficient consideration of financial information' could be seen as perverse as the Sub-Committee wanted less financial detail to be considered. There was also a potential to link a new scheme to My Harrow Account.

The Leader of the Council stated that insufficient money had been allocated in the budget to allow the Council to look at the benefits of a Harrow Card. The Scheme under consideration would cost £1m to implement and it was important to take a view on how this money could be spent better elsewhere.

She explained that to roll out a Scheme which was unworkable would mean spending good money after bad. She added that whilst she applauded the proposal for free parking, the Scheme was unworkable and she was passionate about looking at alternative proposals.

The Deputy Leader added that it was important to put in place a scheme that was workable and that it was the variety of shops that attracted shoppers to an area. Free parking was considered as a bonus. There was a need to aspire to a gold standard scheme and the one in Hillingdon could be explored further and linked to discounts in shops and restaurants, including the provision of other activities and choices that would make the areas attractive for shoppers and visitors thereby helping to regenerate areas. All parties were urged to work together to achieve a workable free parking scheme that would benefit residents and businesses in the borough.

**RESOLVED:** That, having reconsidered the decision of the Cabinet meeting held on 17 October 2013, set out at Appendix 3 to the report in relation to Parking Review: 20 Minutes Free Parking Initiative, as a result of the decision of the Call-in Sub-Committee, the original decision of Cabinet be confirmed.

**Reason for Decision:** To reconsider the decision within 10 clear working days of a referral by the Call-In Sub-Committee, in accordance with Committee Procedure Rule 46.8.3. To ensure that a consistent parking charges policy was implemented.

**Alternative Options Considered and Rejected:** To amend the decision made by Cabinet on 17 October 2013.

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

[Call-in does not apply]

#### **714. Motion referred to Executive - 20 Minutes Free Parking**

Cabinet received a Motion, which had been referred by Council in relation to the 20 minutes free parking. Council had considered and debated the Motion and a summary of the comments had been submitted for Cabinet's consideration.

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

**Reason for Decision:** To consider alongside the referral by the Call-In Sub-Committee.

**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].

**715. Petition referred to Executive - Cambridge Road Car Park**

Cabinet received a petition, which had been referred by Council in relation to the Cambridge Road Car Park. It was noted that the Council, in accordance with the Council's Petition Scheme, had considered and debated the petition and a summary of the comments had been submitted for Cabinet's consideration.

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

**Reason for Decision:** To consider alongside the referral by the Call-In Sub-Committee.

**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].

(Note: The meeting, having commenced at 7.00 pm, closed at 7.45 pm).

(Signed) COUNCILLOR SUSAN HALL  
Chairman

# CABINET MINUTES

## 21 NOVEMBER 2013

**Chairman:** \* Councillor Susan Hall

**Councillors:**

* Kam Chana	* Janet Mote
* Tony Ferrari	* Paul Osborn
* Stephen Greek	* Simon Williams
* Manji Kara	* Stephen Wright
* Barry Macleod-Cullinane	

**Non Executive  
Non Voting  
Councillors:**

* Graham Henson	* David Perry
* Thaya Idaikkadar	

**In attendance:  
(Councillors)**

Bill Stephenson	Minute 721
William Stoodley	Minute 721

\* Denotes Member present

### 716. Apologies for Absence

None received.

### 717. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

Agenda Item 10 - Key Decision - School Expansion Programme

Councillors Simon Williams, Paul Osborn, Stephen Wright, Tony Ferrari, Kam Chana, and Janet Mote declared non-pecuniary interests in that they were governors of various schools in the borough. They would remain in the room whilst the matter was considered and voted upon.

During consideration of the item, Councillor Kam Chana declared that he had served on the governing body of Cannon Lane School which had decided on the outcome of the proposals.

During consideration of the item, Councillor Thaya Idaikkadar declared that St John Fisher School was in Roxeth Ward and that he was one of the Members who represented that Ward.

#### **718. Minutes**

**RESOLVED:** That the minutes of the meeting held on 17 October 2013, be taken as read and signed as a correct record.

#### **719. Petitions**

##### Planning Reference P/2734/13 – Harrow View – Petition

Councillor Bill Stephenson presented a petition signed by 126 people, requesting that the Council reject the application for change of use from retail space to residential use. The terms of the petition were as follows:

“We, the undersigned, object to the planning application P/2734/13. Loss of retail space will make these shops unviable and will damage the shopping parade. This will be detrimental to the community.”

**RESOLVED:** That the petition be received and referred to the Corporate Director of Environment and Enterprise and the Portfolio Holder for Planning, Development and Regeneration for consideration.

#### **720. Public Questions**

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

1.

**Questioner:** Mr Christopher Bracewell

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** I am one of the head coaches for Harrow amateur boxing club.  
I would like to know when the development on Whitchurch Playing Fields is to commence?

**Written Answer as Questioner was absent:** It was necessary to hold the matter in abeyance pending consideration of the Town and Village Green application. The inspector’s report and recommendation to the Council as Registration Authority has now been received and a meeting of the Licensing Committee has now been provisionally arranged for 10 December 2013 to review the findings and make a decision on the TVG application.

At this stage no decisions can or have been made.

2.

**Questioner:** Mr Thomas Moran

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** Now that the application for Whitchurch Fields to be registered as a town or village green has been recommended for refusal, could you please give some guidance as to when The Whitchurch Consortium can proceed with their plans to develop a new sport and leisure facility that is needed for all sports enthusiasts, young and old alike, in the borough?

**Written Answer as Questioner absent:** A meeting of the Licensing Committee has now been provisionally arranged for 10 December 2013 to review the findings and recommendations of the inspector and make a decision on the TVG application. At this stage no decisions can or have been made.

3.

**Questioner:** Ramesh Nadarajah

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** As a resident of Harrow and member of the consortium, I have been involved with the tender process for Whitchurch Playing Fields since 2009. The tender was put out by the Conservative Cabinet at that time looking for suitable partners to manage the site. We were short listed by the same Cabinet and selected by the recent Labour Cabinet.

Please can Councillor Barry Macleod-Cullinane please explain why, after spending a great deal of money time and effort, as well as following the Council's instruction to the letter, he is now promising to register the site as a village green?

**Answer:** Thank you very much for your question.

As you are aware, it was necessary to hold it in abeyance, pending consideration of the Town and Village Green application. The Inspector's report and recommendation to the Council as the Registration Authority has now been received and a meeting of the Licensing Committee has to be convened in order to decide what comes next: Do we

accept the Inspector's recommendation and turn down the application to register Whitchurch Playing Fields as a village green or do we agree to register it in opposition to the Inspector's report?

Because the Licensing Committee is actually a quasi-judicial body, it is not right for me to speculate on the outcome of that body. It is like speculating on a court trial and the judgment made therein. So, at the moment, we have to wait until the meeting of the Licensing Committee, which I understand has been scheduled for 10 December this year, to make that decision one way or another and as soon as it makes that decision, the Council can then move forward.

**Supplemental Question:** So in that case, am I wrong in thinking that your comments about, "it will be kept as a village green" is premature at the moment?

**Supplemental Answer:** Absolutely.

4.

**Questioner:** Ratnasingham Sivakumar

**Asked of:** Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment

**Question:** The Whitchurch Playing Fields tender was put out 5 years ago by the Conservative Cabinet, promising to provide sports /environmentally soothing modern facilities for the community. We as a Cricket Club have played in this field for several years. Now that you are back in power are you going to finish what you started?

**Answer:** We cannot make any decisions until this has gone through the Licensing Committee on 10 December. They will have to judge whether this should be upheld or not. So until that time it is quasi-judicial and we are not allowed to comment on it.

**Supplemental Answer:** At the time when it was Conservatives, I presented the matters in detail and due to the funding, our matter was not taken further and I have got the documents here with me as to what was given to us for not accepting our tender. Can I present that one?

**Supplemental Answer:** No, nothing can be decided on that particular piece of land until the Licensing Committee has met on 10 December to know whether it is going to be given the permission to be a town village green or not.



So until 10 December, no decisions on that piece of land can be given at all, or commented upon. It is a quasi-judicial body that sits and they will have to look at all the evidence and decide what happens to that piece of land before we can go forward.

**Mr Sivakumar:** So all this time, for the last 5 years, whatever action is taken, this was not clarified and lots of time has been wasted on calling for tenders.

**Cllr Hall:** What happened in the intervening time is that the local residents put in an application for a town village green which stopped everything. Until that is determined nothing can happen. If you would like to contact me separately outside this meeting, I am very happy to sit and discuss it with you but we cannot comment on it now because everything is subject to a meeting on 10 December. So if you contact me outside Cabinet, I am happy to sit and talk to you.

**Mr Sivakumar:** Thank you very much.

**Cllr Hall:** You are welcome.

5.

**Questioner:** Kevin Quincey

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** I have a question for the Council based on troubling information that has come to light.

A Harrow resident named Melanie Lewis has posted online that she has received a promise from the Deputy Leader that Whitchurch Fields WILL be registered as a Town/Village green, despite the application to do so already having been defeated in court. Earlier she has also proudly stated online that "If nothing else, we've slowed the development right down. We just have to hope that the Consortium get fed up of waiting!"

I have heard estimates that the Council has spent in the neighbourhood of over £200,000 thus far on professional legal expenses and court costs associated with this green space lark that I think most agree has been a complete waste of time and energy for everyone involved, and an irresponsible use of those Council funds.

How does the Deputy Leader propose the Council will continue to fund such activities which appear to be potentially illegal and in direct opposition to the court ruling, especially considering the impact on the consortium for delays has surely reached multiple millions of pounds now, a sum for which the Council and other actors like Melanie Lewis could potentially be held liable for and have to repay?

**Answer:** Thank you Mr Quincey for your question.

I would like to state that I am categorically not responsible for Mrs Lewis' actions and activities with regard to this site.

The registration officer considered when she did lodge the application as a town and village green that there was a potential conflict of interest as the Council is both land owner and also the regulatory authority and it was therefore held appropriate and good practice, as followed by other Councils, to hold a public inquiry into the actual respect of the town and village green application.

I am advised by officers that total legal costs so far incurred to date by the Council in both capacities is currently in the region of £60,000. The Licensing Committee, which I mentioned in my previous answer, is going to be reviewing the Inspector's report and recommendations and is going to then make the decision on whether or not to grant the town and village green application or to uphold the Inspector's recommendations, which is to turn it down. No decision has been made to date and it will not be made until 10 December. I cannot speculate about what they will do because it is like a court function there but the court has yet to rule on it definitively in that sense, that we have to register what the Inspector has recommended. If we did turn it down then there would be good reason to appeal, because that goes against the recommendations of the Inspector.

**Mr Quincey:** So I notice you did not respond and tell me whether you had made that promise to Melanie Lewis.

**Supplemental Answer:** I do not recall making any such promise to Melanie Lewis and I have looked online at every email that I have sent and I cannot find a statement to that effect. I did speak in favour of and support the town and village green application when the hearings were on. I am Ward Councillor, I know of the use of that thing and I thought yes, it seemed to be fitting in the sense of the application.

However, I do not recall ever making a promise to register

it and certainly not at the time when we had the hearings. We were in opposition at this time. We would not be able to bind the administration. I am also certain the Leader of the Council has not made an absolute promise either on that front. There seems to be a scurrilous rumour being put around that I have made these claims. I did support it. I have concerns about the consortium and I am on record saying so but I did not, as far as I can recall, ever make a statement or a promise to that effect.

6.

**Questioner:** Subra Skantha

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** We have a club where 70 adults and 45 children play cricket.

Our aim is to make the community children play games when they are free rather than spending times on the roads.

Our club is well establish in Middlesex area and most of the players are from Wembley, Harrow, etc.

We need grounds facilities to cater the needs of our players and need help from Harrow Council to find a suitable place.

Will you have this in mind when you take the decision about abandoned Whitchurch Playing Fields?

**Answer:** Thank you for bringing your interest to the meeting about Whitchurch. Clearly we want to get the best for our residents. Clearly we want to resolve this but at the moment we are awaiting the outcome of the Licensing Committee, which is being called to decide to uphold or to turn down the Inspector's recommendation about the bid to register it as town and village green.

If it is turned down then we will be in a situation where we need to decide what happens next.

**Supplemental Question:** We have been trying for the last 7-8 years through the Council to get a ground for us without any success and suppose if he carried the community, all the communities from our playing people will get the benefit. Will you consider our club to cater for that?

**Supplemental** At the moment we have not made any decisions but we in

**Answer:** the Council, and I think cross-party, are always concerned to try to support our sporting clubs across the borough. I am sure that we could look at any site subject to whatever the legal requirements are to see whether or not we can support you and it might be that you want to speak to my colleague, Councillor Manji Kara, Portfolio Holder for Community and Culture, who heads up on culture and sport issues, whether or not we can find an alternative site if Whitchurch Playing Fields are not available. We as a Council would be concerned to try and support you wherever possible and perhaps we can meet afterwards and chat through that.

7.

**Questioner:** T Inpan

**Asked of:** Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing

**Question:** I live very close to the grounds: I understand you have been talking with some of the immediate residents regarding the Whitchurch Playing Fields, have you made any effort to speak with the local sports teams or schools that use the site and ask them what they want done?

**Answer:** I have spoken to some of those sporting clubs. I have not been in contact specifically with the schools as such on terms of that because things were somewhat progressed before this all blew up but I would be more than happy to sit down and see what happens.

Currently there has been the letters to and fro from the various schools as part of that Inquiry process. Versions and different versions have appeared from some of those schools. I think what we need to do is try to make sure that we have the best outcome for residents, not merely those overlooking the site but in the wider vicinity and making sure our sporting clubs are supported as well, as well as the 2 schools that are immediately adjacent to the site.

So I think that will be well worth it. I think overall the whole process has been fairly badly handled in terms of consultation in the wider community and it has been a problem and an issue that has gone on for a number of years. I think that that needs to be addressed but at the moment we are waiting for the outcome of the Licensing Committee to decide to uphold or turn down the Inspector's report.

**Supplemental** We would welcome a separate dialogue with you on the

**Question:** grounds as well, as an official in one of the sports clubs interested in the site.

**Supplemental Answer:** I am more than happy to meet on that and perhaps Councillor Kara, who is also one of the Ward Councillors, can join us.

8.

**Questioner:** Mr Welby

**Asked of:** Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment

**Question:** Can the Portfolio Holder for Controlled Parking Zone explain why the Council wants to make residents and businesses in 20 Roads (Queensbury, Edgware, Kenton and other Wards) suffer by having to have permits costing approximately £68 when traffic measures are needed in only 3 Roads in the consultation area?

This is a hammer to crack a small nut in Queensbury Ward and other Wards.

**Answer:** There are many, many areas that ask for Controlled Parking Zones and they go on a long list and we gradually get round to them.

We do a consultation to start with to see which roads that local residents think we should do. No CPZ is put into place if the majority of the people in the area do not want it put in and that is done by road.

Now if you have got 3 roads that are very heavily parked up, all you do if you just put Controlled Parking Zones in that road would be to displace the parking and they would go further. So very often when we consult, and that is what we do to start with, we consult outside the area so that not only the areas that have got badly parked up roads, the areas next to it can be asked if they would want to be in a zone if the others are in a zone. Clearly, if you remove all the cars from 3 roads, they will go out further. There becomes a point at which they will not go out further than that but it is common practice. It is what we have all done for years, it works and if everything comes back that residents do not want it, they will not get it.

We have even in the past, certainly when we were responsible before, done half a road if it is a long road and half the road do not want it. So this stage in Queensbury, this is just a consultation to find out people's views on what they want and that is what that is about.

**Supplemental Question:** What you told me about half the roads, people agree and disagree, residents in Bridgewater Gardens have not been consulted. Only half of Bridgewater Gardens have been consulted on this scheme because the simple reason is, my turn in Merlin Crescent is likely, if you pass this scheme, you will do the other half of Bridgewater Gardens and spread it round where I live in Merlin Crescent. What you are saying is this consultation is flawed because you have only consulted half the road. If you look at the diagram which I have with me, you can see that half of that road and a number of areas off Camrose Avenue have been left off this scheme.

**Supplemental Answer:** There has to be a point when one road is a consultation and the next road is not.

If you have got a very long road, very often if it is out of the sphere of where you might be consulting, then you do stop it halfway. We have just done that in Hatch End because we knew that it would not go all the way down to The Avenue, as an example.

If you are unhappy about something specific, you know me well enough that if you contact the office, I will sit and go through it specifically with you but no decisions have been made in that particular area yet. It is just a way of consultation. If people do not want it, we will not put it in. I can assure you of that but what we do is not by people coming and talking here, we do a consultation where people privately write back to us and tell us whether they do or they do not want it. So we are right at the very beginning of this.

If you are unhappy, do please come in and see me and we will go through it with the traffic officers so you can see who is being asked and why and if we realise that there could be a mistake then we will absolutely spread the questionnaire further. No problem at all.

**Mr Welby:** Madam Chairman, what you said is not correct from what I have done when I have spoken to Council officers. They have told me on the phone recently, within the last 3 weeks, that a decision would be taken on 5 February for this scheme. This is the date I was given by the Council officers under the Traffic Committee of this Council, a decision would be made unless it goes to Cabinet.

**Cllr Hall:** Decisions on this will go to TARSAP. If it is February you have got plenty of time to come and see me and to tell me what you are concerned about.

9.

**Questioner:** Mrs Jane Galbraith

**Asked of:** Councillor Janet Mote, Portfolio Holder for Children and Schools or Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment

**Question:** In view of the predicted continuing increase in the need for school places and in view of the number of sites owned by the Council that have potential to be used to build new schools or expand existing schools, what plans does the Council have for identifying and preserving all the Council owned sites that could be suitable for new schools or for the expansion of existing schools? For example, the Gayton Road site, Debenham's car park and the Civic Centre could be earmarked for educational rather than residential development.

**Answer:** Thank you Mrs Galbraith.

Ensuring that every child in Harrow has a school place and receives a high quality education that is a statutory duty. Harrow's Cabinet has agreed Phase 1 of the primary expansion programme and the statutory process for Phase 2 which could provide up to 13 additional reception classes in existing schools across Harrow is underway and we will be talking about that later on.

As part of the Local Plan, outlining how the borough will grow in the future, the Children and Families Directorate and the Planning Service have worked hard together to identify the increase in places that would address the increased population needed.

The primary school expansion programme has been achieved through the development of existing schools. However, there are other sites that have been developed over time. Planning permission for the Kodak site in Wealdstone already provides a 3 form entry primary school to meet the site's educational need as well as providing additional space to meet need in the locality. At Colart, the Local Plan and emerging planning application makes space for the development of Salvatorian College. Meanwhile, the Heart of Harrow Local Plan explicitly identifies the former Harrow Teachers' Centre as the location for a new secondary school places.

Together with the existing programme that we are undertaking, and based upon our current forecasts, we believe that the land set aside in the Heart of Harrow for

new educational uses in the Borough is adequate and will meet the future need. At this stage, the existing provision is expected to be sufficient. Earmarking other additional land assets which help the borough deliver regeneration and prosperity for all is not considered to be necessary.

**Supplemental Question:** My understanding was that there were forecasts for continuing increase and that we would need a couple more phases and the expansion of existing schools is not ideal, although I support it because we need the places and therefore, I would beg the Council not to throw away the assets that they own that could potentially be used either for expanding a current school on a new site, so that part of it could move to a different site and give more room for expansion, or to provide space for new schools which we hope would be built in due course.

**Supplemental Answer:** We will continue to do that. Thank you very much.

## 721. Councillor Questions

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

1.

**Questioner:** Councillor William Stoodley

**Asked of:** Councillor Kamaljit Chana, Portfolio Holder for Business and Enterprise  
*(Answer provided by Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment)*

**Question:** In a recent TV documentary on the Iceland chain store it was claimed that the police will not turn up for a shoplifting offence of less than £20. In the interests of your administration's constant assurances that you are all for supporting small businesses in this borough, would you kindly confirm what our Borough Commander's strategy is with respect to shoplifting in our Borough?

**Answer:** As far as I am concerned, if the Police are called for any shoplifting, they will respond. Clearly, if you know any different then please do let me know and I will make sure that the Borough Commander knows about that.

We would encourage people to let the Police know if this happens. Very often shops, if it is for something small, they do not let people know, they do not let the Police know and I wish they did because petty crime is still a



crime and we should do everything we can to stop it. So as far as I am absolutely aware, there is no problem. The Police should and would come.

**Cllr Stoodley:** Thank you Leader. That is very reassuring to hear that. At the end of the day, theft is theft, as you say.

2.

**Questioner:** Councillor Bill Stephenson

**Asked of:** Councillor Paul Osborn, Portfolio Holder for Communications, Performance and Resources

**Question:** Would you agree that the constitution of the Council should both ensure that the majority will of its Members is upheld at the same as protecting the rights of minority groups, and with this in mind will you convene a meeting of the Constitutional Review Working Group to consider how this might be done asking it, in particular, to consider the procedures for suspending standing orders, overruling a ruling by the Chair, removing the Chair, by, for example, in each case a two thirds majority.

**Answer:** Thank you for that question, Councillor Stephenson. I am always pleased to talk about the Constitution, as you know.

However, I am also very keen that we follow it and this actually is not a question that comes under the remit of Cabinet, it comes under Council. However, I would still like to answer it, so if I may, can we suspend Standing Order 17.1.1 in order to enable me to answer it?

[Cabinet duly agreed to suspend the Rule.]

I am happy to and indeed have promised at the Council meeting, to convene a meeting of the Constitution Review Working Group to consider issues such as suspending Standing Orders. I am though very concerned about what I think in that question is an attack on the Mayor and I certainly would not want to be party to that.

**Supplemental Question:** I found myself very uncomfortable at that Council meeting when we had to suspend Standing Orders but that was a function that had to be done, it was a function of the Constitution and I hope that we can look at that and maybe on the Constitution Review Working Group or we can go back to looking at things that we were talking about nearer the elections, agreeing things where we can be more user friendly, like having Non-Executive Members of Cabinet, allowing backbenchers to perhaps

bring motions to Council.

So could I perhaps ask about a timescale for the Constitution Review Working Group so that we can get through this and perhaps agree them by the Council in February or April?

**Supplemental Answer:** I am absolutely happy to have that conversation. I have actually asked the Director of Legal and Governance Services, this afternoon, to arrange a meeting. I will try and get something before Christmas but if not, it would be very early in the New Year.

Certainly the expectation would be to have something that could go to the February Council meeting.

3.

**Questioner:** Councillor Bill Stephenson

**Asked of:** Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment

**Question:** The Council has recently undertaken and implemented a major and radical overhaul of its senior administrative structure cutting its senior staff from 30 to 20, reducing the number of Corporate Directors to 4 and introducing a new role of Corporate Director of Resources and a changed relationship for the Section 151 Officer, which has saved the Council over 1 million pounds. Would you not agree that it is important to judge and assess the success or otherwise of this re-organisation before embarking on yet another one so soon on without having this information.

**Answer:** I am absolutely passionate about saving money for this Council and for our Council Tax payers, as is my entire Group and Cabinet.

We are focused at the moment on planning the Council's finances for 2015 and onwards and we know that this will involve some very difficult decisions. Nevertheless we are very prepared to take difficult decisions.

It took a year to implement the main changes in the last restructure. I felt therefore, it was necessary to start consultation on our proposals as early as possible so that we could secure the savings from 2014 and provide the incoming administration, following the May election, with the most flexibility to determine what structure best supports them.

I can assure you that all comments on these proposals,

including questions such as this, are being fed back alongside the consultation process.

**Supplemental Question:** I thank you for your answer but I would like to ask you to think very carefully about what you are doing. We now have a hung Council, we all know that. We have a major reorganisation of all our services among our Directorates which only just started to come into place and the morale of the staff is very low indeed and our reputation as a Council is at risk and dare I say it, I have had people keep talking about a 'basket case' Council.

So I ask you, think again, postpone this reorganisation, bring back the Chief Executive to take us through to the elections and then whoever wins the elections can decide and properly consult about any reorganisations that they may like and they might put that in their manifestos and get a proper mandate for it.

**Supplemental Answer:** Well, let me first of all say to you, we only ever do proper consultations. This is a proper consultation we are going in, so I will not actually speak any more about that.

Just because this is a hung Council, that does not give us the reason not to do positive things and I think we should be looking to the future. If not we will just stagnate for 6 months. That will not do the morale of any of our staff any good.

We have to look at the finances of the Council. We have got some very pressing difficult times coming ahead. Whoever comes in power in May is going to have to make substantial savings.

We could sit here and tread water and make everybody happy in order that we keep our positions because we are not rocking any boats but, in truth, it is best that we make proper decisions on ways forward that we can save substantial amounts of money, taxpayers' money, and things will be left in a position so that if an incoming administration in May wishes to change anything that we have done, it can be easily reversed because to do anything else would not be fair.

4.

**Questioner:** Councillor Bill Stephenson

**Asked of:** Councillor Susan Hall, Leader of the Council and Portfolio Holder for Community Safety and Environment

**Question:** "Do you agree that where it is proposed to erect a new

CCTV camera, it is important that local ward Councillors, traders and residents should be informed and consulted. In particular could you provide a list of all proposals to erect new CCTV cameras in Harrow, their precise location and the proposed date of erection.”

**Answer:** I believe you have been sent a list of where CCTV cameras are proposed.

I am always slightly amazed when we get questions like this, when a Group have been in control for a long time, they have done nothing about these things themselves and then suddenly, it is why are you not doing something?

But having said that, in all fairness, I do not see the necessity to specifically consult on where these CCTV cameras go because they are very often put in as a response from many residents asking for them. You cannot believe how many times I am asked if we can put cameras up because they are massively good in deterring crime and resolving crime issues. People always seem to think they are just there to stop the motorists or to give motorists PCNs but they are not. They are there for very, very good other reasons and thank goodness for them because the ones in Wealdstone corridor have been invaluable in dealing with lots of challenging anti-social behaviour, shall we say, as well as in the town centre.

So no, I do not believe we should consult. You clearly do not either otherwise you would have done it when you were the Leader, I am sure.

**Cllr Stephenson:** Can I just say I think it is very important and it is one of things our administration was, when things happen in the Wards, the Ward Councillors are informed. This is not the case and I have raised this every time it has happened in my Ward.

People suddenly find a CCTV camera dumped in their Ward and nobody knows why. I am told it is solely for crime purposes. I am not sure I believe that but I do hope and I have been assured by one of the officers, in the future, Ward Councillors will be informed well in advance and discussions take place.

I thank you for your answer.

5.

**Questioner:** Councillor Bill Stephenson

**Asked of:** Councillor Susan Hall, Leader of the Council and Portfolio

Holder for Community Safety and Environment

**Question:** “Would you agree that in general a legal PCN cannot be issued solely on the basis of CCTV photos and must be supported by other independent evidence, except in cases such as parking illegally in a loading bay or parking on the pavement, and will you ensure that this does not happen.”

**Answer:** PCNs are given at different times. Normally, if they can they will do them by foot anyway. The CCTV, as I have commented previously, are mainly there for to detect crime. Sometimes they are in positions because we know there is continual flouting of the laws, in which case they will get PCNs for it. If there are blue badges on show, then they normally can see those but I will double check with the team to make sure that that is being adhered to.

**Cllr Stephenson:** Or that if you cannot see the blue badge then you cannot give a PCN to it. That I was told by an officer, I just want to confirm whether that is a correct fact. I am told that these things are being given when they cannot see whether there is a blue badge and I understand that that is not correct and they should not be doing it.

**Cllr Hall:** Well, I will look into that Councillor Stephenson.

## **722. Key Decision Schedule - November 2013 to January 2014**

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

## **723. Progress on Scrutiny Projects**

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

## **RESOLVED ITEMS**

## **724. Key Decision - Future Organisation of Stanburn First School 4-7 Years and Stanburn Junior School**

The Portfolio Holder for Children and Schools introduced the report, which sought approval to enable Stanburn First School and Stanburn Junior School to combine in January 2014. The Portfolio Holder added that the Council's Amalgamation Policy, which required governing bodies of separate schools to amalgamate schools when trigger circumstances arose, had been triggered as the Headteacher of Stanburn Junior School had retired in August 2013.

The Portfolio Holder expressed her gratitude for the work carried out by the governing bodies and stated that, following a challenging consultation, both the governing bodies had supported the amalgamation. She praised the

effective collaborative work and communication undertaken by the governing bodies in reaching a decision, and commended the report to Cabinet.

**RESOLVED:** That, having determined the statutory proposals in relation to Stanburn First School (4-7 Years) and Stanburn Junior School, the two schools be amalgamated in January 2014, namely to:

- extend the age range of Stanburn First School (4-7 Years) to establish a primary school with an age range of 4 years (reception) to 11 years (year 6) from 1 January 2014;
- expand the capacity of Stanburn First School (4-7 Years) from 1 January 2014; and
- discontinue Stanburn Junior School on 31 December 2013.

**Reason for Decision:** In line with the Council's amalgamation policy, combining the two schools would give the opportunity to further improve educational standards by enabling planning as a coherent whole across the primary phase of the national curriculum. It would also provide a greater flexibility across and between key stages. Access to the whole primary curriculum supported and informed whole school planning, assessment, pastoral systems, etc., and provided opportunities for wider staff development and experience across the full primary phase.

**Alternative Options Considered and Rejected:** Reject the proposals. Approve the proposals with modifications, for example, in relation to the implementation date. Approve the proposals subject to meeting a separate condition.

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

## **725. Key Decision - School Expansion Programme**

The Portfolio Holder for Children and Schools introduced the report which set out the outcome of the statutory consultations on Phase 2 of the Primary School Expansion Programme agreed by Cabinet in July 2013 and proposed the next stages.

The Portfolio Holder outlined the statutory responsibility on local authorities to provide sufficient school places for its area and the work carried out previously, including putting a Strategy in place. She added that this was Phase 2 of the proposals which had received broad support and thanked those who had responded to the consultation, included the concerns expressed which were being discussed with schools. The report also included demographic information, school roll projections and the Secondary School Place Planning Strategy. She commended the report to Cabinet.

The non-voting non-Executive Members welcomed the report which had received cross-party support, including recognition by successive

governments of the issue. A Member asked about the risks which, in his opinion, had been addressed inadequately. He added that the report was reliant on the project being delivered by June 2014 and asked about the financial risks if the deadline was not met.

In response, the Portfolio Holder explained that contingency plans had been built into the process and a reference group had been set up to log all progress made and to ensure meticulous planning. She responded to further questions and assured Members that the consultation problems in relation to Vaughan School had been a helpful learning exercise for the Council and checks and balances would be kept for the future. In relation to the responses that did not support the proposal, verbal responses had been received from Cannon Lane School of support. Additionally, St Anselm and St John Fisher Voluntary Aided Schools had re-checked their consultation and were prepared to move to the next stage of the process.

With regard to the Council's IT systems, the Portfolio Holder for Communications, Performance and Resources informed Cabinet that discussions were underway with the Planning Department to ensure that the planning system was robust and whilst issues had arisen it was hoped that the Council would be able to minimise these. The Portfolio Holder for Planning, Development and Regeneration added that compared to previous times, the Planning Department was involved in discussions from the outset so that any potential issues could be identified at an early stage. Moreover, local residents were being consulted early at the design stage. These standards should apply not only to developers but also the Council who was both an education authority and a developer.

**RESOLVED:** That

- (1) the outcomes of the statutory consultations on proposals for primary school expansions be noted;
- (2) the publication of statutory notices to expand permanently the following schools be agreed:
  - Aylward Primary School
  - Pinner Wood School
  - Grange Primary School
  - Norbury School
  - Belmont School
  - Priestmead School and Nursery
  - Newton Farm Nursery, Infant and Junior School
  - Kenmore Park Infant and Nursery School
  - Kenmore Park Junior School
  - Whitchurch First School and Nursery
  - Whitchurch Junior School;
- (3) in relation to Cannon Lane Primary School the following be agreed:

- to extend the consultation period for the Governing Body of Cannon Lane Primary School to respond to the consultation by 4.00 pm on Friday 29 November 2013;
  - to delegate to the Corporate Director of Children and Families, in consultation with Portfolio Holder for Children and Schools, the decision whether to publish statutory proposals to expand permanently Cannon Lane Primary School;
- (4) in relation to St Anselm's Catholic Primary School and St John Fisher Catholic Primary School, it be agreed to delegate to the Corporate Director of Children and Families the decision whether to make representations on any published statutory proposals and for the Corporate Director to liaise with the schools and the Diocese of Westminster through the statutory process;
- (5) the Demographic Information School Roll Projections 2014-2022 Report be noted;
- (6) the Secondary School Place Planning Strategy be approved.

**Reason for Decision:** To enable the Local Authority to fulfil its statutory duties to provide sufficient school places in its area.

**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.

## **726. Accessible Transport - Scrutiny Review Group Report and Recommendations**

Cabinet received a report of the Corporate Director of Environment and Enterprise, which recommended the actions to be taken in response to the Scrutiny Review Group's recommendations on Accessible Transport.

In accordance with the Cabinet/Scrutiny Protocol, the Leader of the Council invited the Chairman and a Member of the Review Group to address Cabinet. They

- thanked those who had participated in the Review Group and the assistance that had been received from the bus companies and Transport for London (TfL), including residents. They particularly thanked the Anthony Wood, Harrow Public Transport Users Association, for his invaluable knowledge and contacts, including his knowledge of transport in Harrow;
- stated that the driving force behind the Review was the different life opportunities experienced by people who could not readily access transport facilities. Additionally, during the Review issues such as being able to reach the buttons in lifts, being able to access dropped



kerbs, had also been highlighted. Small changes such as double yellow line markings near dropped kerbs helped. They hoped that Harrow would emulate and learn from the measures implemented in other boroughs, and welcomed the provision of a community bus stop in Harrow. The Chairman of the Review Group referred to the issue of access at Harrow-on-the-Hill Station and the cost of £35m to make it fully accessible. She also explained the various measures that other boroughs had put in place and welcomed the response report. However, she would have liked timescales and target to have been included.

In response to a question associated with the political pressures in obtaining funding, the Leader of the Council stated that she was meeting with the Deputy Mayor for London and would be raising the issue of accessibility, including the provision of facilities for people with disabilities, at Harrow-on-the-Hill Station and other stations. She appreciated that other areas of Harrow also needed to be made accessible, and that she was aware of the nuances such as the doubts over TfL's community project in Harrow on the Hill Ward. She assured Cabinet that all such aspects would form part of her discussions with the Deputy Mayor for London the following day. A non-voting non-Executive Member was pleased to learn that the Mayor's office was being lobbied and he suggested that it was also important for the Council to have a commercial outlook and to encourage and attract private investment.

The Deputy Leader was of the view that it would have been helpful if the Review Group report had set out the challenges and costs associated with various proposals. He suggested that the work being carried out by the Health and Wellbeing Board in respect of children and adult care ought to be incorporated, in particular the empowering elements of that work. The Chairman of the Review Group responded that discussions had taken place on the financial aspects, however it was agreed not to include these as the financial aspects were also dictated by other contributory factors.

The Leader of the Council agreed that it was important that consideration was given to people with disabilities in all aspects of the work carried out by the Council, including awareness. She would support and encourage private sector investment. In conclusion, the Leader thanked the Members of the Review Group for their report and asked officers to submit a further report on the achievements to a future meeting.

**RESOLVED:** That the actions recommended by officers in response to the recommendations made in the Accessible Transport Scrutiny Review Group report be approved.

**Reason for Decision:** To improve accessibility on the borough transport network.

**Alternative Options Considered and Rejected:** None.

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

## 727. Key Decision - Review of the Council Tax Support (CTS) Scheme

The Portfolio Holder for Finance introduced the report, which informed Members of the requirement to consider a review of the localised Council Tax Support Scheme introduced on 1 April 2013. He added that legislation required the Council to consider whether, for 2014/15, the Scheme needed to be revised or replaced.

The non-voting non-Executive Cabinet Members referred to the reasons why the Scheme had been put in place which was to help the vulnerable and asked if the administration, which had been critical of the proposal in the past, had changed its view and their long term commitment to the Scheme. They asked if the administration would join the campaign on Council Tax benefit. Another non-voting non-Executive member asked how an underspend would be addressed.

In response, the Portfolio Holder for Finance stated that the Scheme itself was not under consideration and was merely being reviewed. The Scheme had to be approved soon and there was not sufficient time to make any changes even if the administration had wanted to. A number of changes relating to the finances of the Council would be made and this avenue would be used, if necessary, to channel back money for those in need. In respect of meeting a 70% collection rate, it was not clear at this stage whether this would be met as the available data was poor.

### **RESOLVED:** That

- (1) for the purposes of calculating income support entitlement, the key figures, as set out in the report, be uprated in line with the rate used by the government;
- (2) having considered whether to review the Local Scheme, it be agreed that there was no need to review it, and the two year Council Tax Support (CTS) Scheme, as originally adopted by full Council on 21 January 2013, be continued;
- (3) it be noted that the Council Tax Support (CTS) Scheme was fit for purpose and required no fundamental changes.

**Reason for Decision:** The localised Council Tax Support (CTS) Scheme was determined by full Council and implemented on 1 April 2013 after extensive consultation designed to ensure that residents within Harrow were given the opportunity to comment and help shape the final scheme provisions.

The Scheme design and consultation process were based upon retaining the provisions for two consecutive financial years, 2013/14 and 2014/15, so long as key conditions remained unchanged. This was to ensure that awards of Council Tax Support did not exceed the government funding made available and for it, as far as reasonably practicable, to enable a degree of stability for claimants and their families.

There had been no significant fundamental changes, either in caseload, demographics, the economy or funding, which required the Council to consider reviewing or replacing the Scheme as determined by full Council. However, some parameters required an inflation uplift as set out in the determined Scheme. Harrow was updating the Local Scheme to meet those requirements and as such was recommending minor changes to ensure, operationally, assessments were carried out under the same rules and applied consistently.

**Alternative Options Considered and Rejected:** To undertake a review of the Scheme.

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

**728. Motion Referred to Executive - Chief Executive - Senior Management Structure**

Cabinet received a Motion on the 'Senior Management Structure' that fell within the remit of the Executive and which had been referred from Council.

In response to a question from a non-voting non-Executive Member on the views of the Executive Members on the Motion, the Leader of the Council and the Portfolio Holder for Communications, Performance and Resources stated that it would be inappropriate to comment on or discuss the Motion which was the subject of an ongoing consultation that had yet to expire. In addition, it was important to note that some of the Members serving on the Executive would have to make decisions on the outcome of the consultation. The Motion had, therefore, not been discussed at Council and it was inappropriate for Cabinet Members to give views as the decision could be perceived to have been pre-determined. Those Councillors would need to consider their position in any decision-making.

The same non-voting non-Executive Member enquired about the process following the consultation period and informed Cabinet that his Group would be submitting their comments. He also asked how the administration had arrived at the consultation, about the process going forward, how the decision would be made and by who, as Council was awaiting the outcome. The decision would have ramifications for all staff and the administration ought to consider the message that was being sent to loyal and hardworking staff. Another non-voting non-Executive Member asked about the timetable and whether the decision would be taken by the Executive or Council. The Leader of the Council replied that, following the consultation period, a view would be taken on this matter. She added that the Executive needed to take responsibility and make a decision in this regard.

A non-voting non-Executive Member asked whether given the fact that the decision to be taken was significant, and that the local elections were to take place soon, would it not be appropriate for democratically elected Councillors to determine a way forward on this matter. It was important that Council was allowed to make a decision on this matter so that democracy could prevail.

The Leader of the Council replied that should it be decided to delete the post, any incoming administration in May 2014 could reverse that decision. It would be for the incoming administration to decide whether it wanted to invest a large sum of money in a single individual. The Conservative administration wanted to invest in and maintain frontline services whilst providing best value to Harrow residents. No decision had yet been made to delete any posts but that it was appropriate that her administration examined ways to save money. She concluded by stating that the administration was in the business of making effective decisions in a timely fashion.

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

**Reason for Decision:** To meet with the requirements set out in the Constitution (Council Procedure Rules).

**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].

## **729. Motion Referred to Executive - Blacklisting of Employees**

Cabinet received a Motion on 'Blacklisting of Employees', which had been referred by Council on the basis that it fell within the remit of the Executive.

The Leader of the Council invited the proposer of the Motion to explain its contents. The proposer of the Motion stated that whilst an apology had been received from the companies concerned for their involvement with the blacklist and the impact on any individual construction worker, it was important that the Council had an ethical policy in place to ensure that this practice and the injustice suffered did not happen again.

A non-voting non-Executive Cabinet Member, who had also seconded the Motion, explained that the issue had occurred over a number of years, that the Information Commissioners Office (ICO) had seized databases of construction workers used by many companies to vet new recruits and keep out of employment trade union and health and safety activists which was unacceptable as the individuals had suffered. It was therefore important that detailed questions were asked by the Council at the procurement stage to ensure an ethical strategy.

The same Member responded to a question from the Portfolio Holder for Communications, Performance and Resources about the role his own administration had played to address the concerns expressed. He added that whilst assurances had been received from some companies that they were not involved with the blacklist, it had subsequently transpired that this had not been the case. As a result, he was suggesting that pertinent questions be asked and addressed at the procurement stage. The Deputy Leader asked what steps and research had been undertaken by that former administration

to ensure that the assurances received had been true. The Member responded that he was merely asking for the matter to be taken forward.

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

**Reason for Decision:** To meet with to meet with the requirements set out in the Constitution (Council Procedure Rules).

**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].

(Note: The meeting, having commenced at 6.30 pm, closed at 8.21 pm).

(Signed) COUNCILLOR SUSAN HALL  
Chairman

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**London Borough of Harrow**

**KEY DECISION SCHEDULE ( DECEMBER 2013 - FEBRUARY 2014 )**

**MONTH: December**

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

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

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

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

### **Decisions which the Cabinet intends to make in private**

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

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

The Cabinet/Leader will be considering a report prepared by the relevant Directorate. The report together with any other documents (unless they contain exempt information) will be available for inspection 5 clear days before the decision is taken by Cabinet/Leader from Daksha Ghelani, Senior Democratic Services Officer, on 020 8424 1881 or by contacting [daksha.ghelani@harrow.gov.uk](mailto: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
<b>DECEMBER 2013</b>						
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@harro w.gov.uk Tel: 020 8736 6818	Open	Agenda Report and any related appendices
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@harro w.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	Open	Agenda Report and any related appendices: Budget proposals

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
				steve.tingle@harro w.gov.uk Tel: 020 8868 8341		
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@harro w.gov.uk Tel: 020 8868 8341	Open	Agenda Report and any related appendices
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@harro w.gov.uk Tel: 020 8868 8341	Open	Agenda Report and any related appendices
Draft HRA Budget 2014-15, draft MTF 2015-16 to 2017-18,	To approve the draft budget for consultation; to approve the	Cabinet	12 December 2013	Councillors Barry Macleod-Cullinane and Tony Ferrari	Open	Agenda Report and any related appendices: draft HRA budget,

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
draft HRA Capital budget 2014-15 to 2017-18	proposed rent increase for consultation; to approve the proposed increases in fees & charges for consultation; to approve the draft capital budget for consultation			Paul Najsarek, Corporate Director, Community Health and Wellbeing dave.roberts@harrow.gov.uk Tel: 020 8420 9678, Simon George, Director of Finance and Assurance		proposed rent increase; schedule of proposed fees and charges; draft HRA Capital Programme
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
Locally Listed Buildings	Adopt Locally Listed Buildings SPD	Cabinet	12 December 2013	Councillor Stephen Greek Stephen Kelly, Divisional Director of Planning Services lucy.haile@harrow.gov.uk	Open	Agenda Report and any related appendices: Locally Listed Buildings SPD; Schedule of the public consultation over

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
				gov.uk Tel: 020 8736 6101		the draft Locally Listed Buildings SPD
Stanmore and Edgware Conservation Areas SPD	To adopt the Stanmore and Edgware Conservation Areas SPD	Cabinet	12 December 2013	Councillor Stephen Greek Stephen Kelly, Divisional Director of Planning Services lucy.haile@harrow.gov.uk Tel: 0208 736 6101	Open	Agenda Report and any related appendices: Stanmore and Edgware Conservation Areas SPD; Schedule of the public consultation over the draft Stanmore and Edgware Conservation Areas SPD and Council responses to this
School Expansion Programme - Whitefriars Community School	Whether to publish statutory proposals to expand Whitefriars Community School and to extend the age	Cabinet	12 December 2013	Councillor Janet Mote Catherine Doran, Corporate Director, Children and Families johanna.morgan@	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
	range to include secondary provision			harrow.gov.uk Tel: 020 8736 6841		
Procurement of Banking Services (Non-Key but part Exempt)	To agree to the award of a contract for the supply of banking services for the next 5/7 years.	Cabinet	12 December 2013	Councillor Tony Ferrari Simon George, Director of Finance and Assurance ian.taibot@harrow.gov.uk Tel: 020 8424 1450	Part exempt  Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda Report and any related appendices
<b>JANUARY 2014</b>						
Council Fees and Charges	Agree the Fees & Charges to be implemented from the dates indicated in the report	Cabinet	15 January 2014	Councillor Tony Ferrari Simon George, Director of Finance and Assurance	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 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	15 January 2014	<p>steve.tingle@harro w.gov.uk Tel: 020 8868 8341</p> <p>Councillor Stephen Greek</p> <p>Stephen Kelly, Divisional Director of Planning Services matthew.paterson @harrow.gov.uk Tel: 020 8736 6083</p>	Open	Agenda Report and any related appendices:draft Harrow School SPD
Review of Harrow Help & Emergency Relief Scheme (ERS)	To note the pilot outcomes and review and agree to continue with scheme beyond the 1 year pilot	Cabinet	15 January 2014	<p>Councillor Tony Ferrari</p> <p>Tom Whiting, Corporate Director of Resources fern.silverio@harro w.gov.uk Tel: 020 8736 6818</p>	Open	Agenda Report and any related appendices
Corporate Debt	To note work	Cabinet	15 January 2014	Councillor Tony	Open	Agenda Report

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	done to date and agree the corporate debt recovery policy			Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harro w.gov.uk Tel: 020 8736 6818		and any related appendices
Buildings Insurance for Residential Leaseholders	Approval of the recommendation to enter into a three-year contract for the provision of buildings insurance for residential leaseholders	Cabinet	15 January 2014	Councillors Barry Macleod-Cullinane and Tony Ferrari  Simon George, Director of Finance and Assurance karen.vickery@harrow.gov.uk Tel: 0208 424 1995	Part exempt  Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda Report and any related appendices
Harrow Mutual Support Network Contract Award	Agreement to enter into contract	Cabinet	15 January 2014	Councillor Barry Macleod-Cullinane  Paul Najsarek,	Part exempt	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
				Corporate Director, Community Health and Wellbeing tim.miller@harrow.gov.uk Tel: 020 8736 6330	Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
Risk Based Verification (RBV) Policy for Housing Benefit & Council Tax Support Assessments	Implementation of RBV supports the savings requirement within the Resources Directorate. Adopting the policy will reduce the necessity for benefit claimants to produce original documents to support their claim and reduce claimant contact	Cabinet	15 January 2014	Councillor Tony Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harrow.gov.uk Tel: 020 8736 6818	Part exempt  Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.	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
Entering into a Contract to deliver ECO funded improvements to homes in Harrow	Approval sought to enter into a contract with British Gas to deliver ECO funded energy efficiency measures to dwellings in the borough	Cabinet	15 January 2014	Councillors Susan Hall, Barry Macleod-Cullinane, Stephen Wright  Caroline Bruce, Corporate Director of Environment and Enterprise paul.mullins@harrow.gov.uk Tel: 020 8424 1473, Paul Najsarek, Corporate Director, Community Health and Wellbeing	Open	Agenda Report and any related appendices
<b>FEBRUARY 2014</b>						
Corporate Plan - 2014/15	Sets out the Policy direction and key priorities for the year ahead.	Cabinet Council	13 February 2014 20 February 2014	Councillor Susan Hall  Tom Whiting, Corporate Director of Resources alex.dewsnap@harrow.gov.uk	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
				rrow.gov.uk Tel: 020 8416 8250		

**HARROW COUNCIL CABINET 2013/14**  
**CONTACT DETAILS OF PORTFOLIO HOLDERS**

<b>Portfolio</b>	<b>Councillor</b>	<b>Address</b>	<b>Telephone no.</b>	<b>Email</b>
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	Mobile: 07970 672958 Group Office: (020) 8424 1852	Email: janet.mote@harrow.gov.uk

<b>Portfolio</b>	<b>Councillor</b>	<b>Address</b>	<b>Telephone no.</b>	<b>Email</b>
Communications, Performance and 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

<b>Portfolio</b>	<b>Councillor</b>	<b>Address</b>	<b>Telephone no.</b>	<b>Email</b>
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

<b>Non Executive Members</b>				
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	Labour Group Office Room 109, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Mobile: 07505 430133 Group Office: (020) 8424 1897	Email: david.perry@harrow.gov.uk
Labour Group Representative	Graham Henson	Labour Group Office Room 109, PO Box 2 Civic Centre Station Road HARROW HA1 2UH	Mobile: 07721 509915 Group Office: (020) 8424 1897	Email: graham.henson@harrow.gov.uk

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**PROGRESS ON SCRUTINY PROJECTS**

<b>Review</b>	<b>Methodology</b>	<b>Type of report</b>	<b>Expected date for report to Cabinet</b>	<b>Comments</b>
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.	Evidence gathered during the lifetime of the project will be used to inform the Question and Answer session on the budget in January 2014.  It is unlikely that further projects will be undertaken before the next election, however a final report will be prepared for the Overview and Scrutiny committee in February 2014
Customer Care	Light touch review	Final Report to O&S and Cabinet	January 2014	The report will be presented to the Overview and Scrutiny committee on 17 <sup>th</sup> December.
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	This project is complete
NHS Health Checks – supported by Centre for Public Scrutiny (CfPS)	Joint light touch review with Barnet	Final Report to O&S/Health and Social Care sub committee and Cabinet	Estimated February/March 2014	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. A draft report from the project is being prepared for consideration by both groups.  Because of the timing of the Question and Answer session on the budget in January, there may be a delay in submitting the report to committee

Joint Overview and Scrutiny Committee 'Shaping a Healthier Future'	Joint Committee	Update reports will be provided for O&S/Health and Social Care sub committee and Cabinet (for information)	As required	<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 though the downgrading of A&amp;E departments at Central Middlesex and Ealing hospitals has been announced. The implications of these changes on the capacity of Northwick Park has been identified as an area of concern by councillors, particularly if they go ahead before improvements have been made to Northwick Park A&amp;E. Councillors are investigating the timetabling of the changes.</p> <p>The next meeting of the Joint Committee took place on 3<sup>rd</sup> December 2013.</p>
Deletion of Chief Executive post	Challenge panel	Final report to O&S and the Leader of the Council	January 2014	The Scrutiny Leadership Group wishes to contribute to the Leader's consultation on the proposed deletion of the Chief Executive post. The challenge panel took place on 4 <sup>th</sup> December and a report will be prepared for the Overview and Scrutiny committee as soon as possible.
Child's Journey Through Care	Light touch review	Final Report to O&S and Cabinet	TBC	This review has been postponed but councillors have asked that it remains on the scrutiny work programme

All scrutiny projects will be completed and reported through to cabinet as early as possible in 2014.

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



**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	School Expansion Programme
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Catherine Doran, Corporate Director of Children and Families
<b>Portfolio Holder:</b>	Councillor Janet Mote, Portfolio Holder for Children and Schools
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 - summary of consultation responses and comments

**Section 1 – Summary and Recommendations**

This report provides details of the outcomes of the statutory consultation on the proposals to expand Whitefriars Community School by one form of entry and extend the age range to make provision for secondary aged pupils. Also included is an update on Phase 2 of the Primary School Expansion Programme and increase the intake in the primary phase.

**Recommendations:**

Cabinet is requested to:

1. Note the outcomes of the statutory consultation.
2. Agree to the publication of statutory notices to expand permanently and extend the age range of Whitefriars Community School to include provision for secondary aged pupils.

**Reason: (For recommendation)**

To enable the Local Authority to fulfil its statutory duties to provide sufficient school places in its area.

## **Section 2 – Report**

### **Introduction**

1. Like many boroughs, Harrow is experiencing significant growth in the pupil population and has a school place planning strategy to increase the number primary school places. Phase 1 of the primary school expansion programme was implemented in September 2013 with 8 schools in the borough permanently increasing their Reception intakes. In July 2013 Cabinet also agreed its Special School SEN Placements Planning Framework for bringing forward proposals to increase provision for children and young people with special educational needs. In November 2013 Cabinet decided the schools that will have statutory proposals published for determination by Cabinet in March 2014. A Phase 3 will be planned to meet demand beyond 2016.
2. As the additional primary pupils progress through to the secondary phase, there will be pressure on the number of secondary school places. A Secondary School Place Planning Strategy was considered by Cabinet at their meeting in November 2013. The strategy outlines three strands in the first phase to meet the increased demand in September 2018. A second phase would be planned for in due course depending on developments. The strategy recognises the contribution of expanding existing schools, the opportunities offered to expand Whitefriars Community School and to develop the Harrow Teachers' Centre site, and the Government's free school programme
3. Harrow submitted a bid to the Government's Targeted Basic Need Programme (TBNP) for the development of the Whitefriars Community School and Harrow Teachers' Centre site by one form of entry for the primary school and the provision of 750 secondary places plus sixth form. The bid was successful and secured £12.4m funding. In accordance with the TBNP funding conditions the funding has to be spent and places available by September 2015. These additional places will contribute to the primary school and secondary school expansion strategies.
4. Heathland Whitefriars Governing Body have resolved that the two schools will become academy schools and the local authority has

received the Academy Orders from the Department for Education (DfE).

## Options considered

5. The Secondary School Place Planning Strategy identifies the need for additional secondary school places. The provision of secondary places at the Whitefriars Community School and Harrow Teachers' Centre sites would contribute to meeting a projected shortfall of places and is one of three strands in the first phase of the strategy to bring forward additional provision.
6. As the commissioner of school places, Harrow Council would not expect to provide the school places, but to commission a provider, although this provider can be an existing maintained school. There are several options to bring forward secondary provision on the Whitefriars Harrow Teachers' Centre site. For example, a new free school with DfE selected sponsor, an annexe of an existing high school, a successful bid from Harrow based schools to sponsor a free school, or the extension of the age range of Whitefriars Community School.
7. The DfE previously considered the suitability of the Harrow Teachers' Centre site for an all through school in conjunction with the Avanti House free school proposal. It was concluded that the site was too small to accommodate the free school with the existing Whitefriars Community School. The most appropriate response is to consider the site as a whole to make best use of the land and resources.
8. Any proposal to invite a free school proposal for the whole site would require the closure of the existing Whitefriars Community School, which is a good school in a federation with Heathland School.
9. In accordance with Harrow Council's vision for education with a focus on high quality local provision and Harrow solutions for Harrow residents, the preferred approach would be for the local authority to work with Whitefriars Community School and the local high schools to shape the education provision.
10. By developing the provision in partnership with Whitefriars Community School, the existing high schools and the Council, Harrow Council would be able to facilitate the delivery of additional places in accordance with the TBNP timescale.
11. The delivery of the secondary places will require the complete redevelopment of the Whitefriars Community School site and Teachers' Centre site. This is a complex site to deliver but there is real potential to secure a very positive development in the area.
12. There will be the opportunity to improve the current layout of Whitefriars Community School. The site is disparate with some inadequate accommodation that would benefit from consolidation. The

holistic development of the site would contribute to the regeneration of the Wealdstone area.

### **Heathland Whitefriars Proposed Conversion to Academy Status**

13. The governors of the Heathland Whitefriars Federation have received Academy Orders for the conversion of the schools to academy status. The governors have confirmed the planned date for the transfer is April 2014. The Governing Body are required to consult before the conversion and the consultation was held until 22 November 2013.
14. As part of the academy conversion process there is a land transfer to the Academy Trust. In accordance with the standard academy documentation, all land that the school has had sole access to for the last 8 years would transfer. This would mean that a large part of the site would transfer and there would be licence arrangements to secure access for the school to those shared spaces in council ownership. In the event that conversion happens prior to completion of the building works, an alternative arrangement will need to be reached to ensure the primary school can operate whilst the building works progress.
15. There have been several meetings with the headteacher to discuss the academy conversion and the school's interest in realising their ambitions around expansion, secondary provision and pre-school provision. The Council's preferred approach would be for the academy conversion to happen after the building works were complete (estimated to be September 2015). However, whilst the Council has confirmed this to the Heathland Whitefriars Chair of Governors and Headteacher and can make representations to the Department for Education, the decision on the conversion date lies with the Department for Education, upon receipt of a proposal from the Governing Body of the schools. The Council has submitted a formal response to the Governing Body as part of the consultation and has confirmed that it may also write directly to the Department for Education in relation to a suitable conversion date.

### **Wealdstone Community and Learning Campus Proposal**

16. It is proposed that the local authority develops the combined site as the Wealdstone Community and Learning Campus. The community campus could combine the current local authority provision of the Children's Centre and the primary school places and the proposed secondary school provision. The campus would be a place that offers provision and facilities for the community as well as education and learning.
17. Harrow Council would commission Heathland Whitefriars Federation to provide an additional 210 primary, 750 secondary and 75 sixth form places starting in September 2015. It would work with the school to develop the campus and in particular the secondary provision and assuring this for the future.
18. As part of the commission, the Council would manage the statutory process to expand Whitefriars Community School by one form of entry

and extend the age range before the conversion to academy status. This is the action that the local authority would be taking with the school to deliver the site even if the Governing Body had not resolved to academy conversion from April 2014. To secure the permanent expansion of the School, it is necessary for this process to be completed and a decision made on the expansion proposal prior to the conversion to an academy. With the initial proposal being to convert in April 2014, the timescale is very tight and the land transfer will be more complicated, as the Council will not be able to transfer the existing land on a long lease due to the proposed plans for the site. Whilst the Council can negotiate an appropriate use arrangement in the interim, if this is not agreed, the Secretary of State has powers to compel the transfer of land. The Council can make representations to the Department for Education to ensure that future plans are known and clearly understood to avoid this situation.

### **Portfolio Holder Decision**

19. In order to meet the challenging timescales to deliver this project in accordance with the conditions of the Targeted Basic Need Programme for the new places to be available by September 2015, a Portfolio Holder Decision was made in October 2013 to undertake a statutory consultation on the proposal to expand Whitefriars Community School by one form of entry and extend the age range to make provision for secondary aged pupils. This decision enabled the timeline to be aligned to the other Phase 2 schools proposed for expansion and the funding timescales for the Targeted Basic Need Programme.

### **Statutory consultation**

20. The statutory consultation was held from Monday 4 November for four weeks closing on 29 November 2013. The consultation was wide ranging and conducted in accordance with the Department for Education School Organisation and Competitions Unit guidance. Consultation papers were sent to all parents, members of staff and governors of Whitefriars Community School and information was delivered to residents living close to the current school and Harrow Teachers' Centre sites. Open consultation meetings were held on 20 November 2013 for parents and residents to present information and enable discussion of the proposals. Harrow Council sent the consultation paper to interested parties including schools, neighbouring local authorities, diocesan authorities, local MPs and elected members, trade unions, voluntary and community organisations, and Harrow Youth Council.

### **Outcomes of the Statutory Consultation**

21. 49 responses were received to the consultation. Respondents were primarily parents/carers and residents. A number of comments were included with the responses given and the spreadsheet setting out the summary of responses and comments is included in Appendix 1. The full consultation responses and comments are available in Background Papers to this report. The consultation responses include separate

written responses from the Heathland Whitefriars Federation and the High School Heads Group.

22. Two questions were asked in the consultation. They were:
- “Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?”
  - “Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?”

Both questions offered the option to respond ‘Yes’, ‘No’, or ‘Not Sure’ to each question. Opportunity was given for comments to be added after each question if the respondent wished to do so.

23. The following tables provide overall responses to the consultation questions.
24. The overall responses to Question 1 were

**Question 1: “Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?”**

<b>Response</b>	<b>Number</b>	<b>Percentage</b>
Yes	31	63.27%
No	13	26.53%
Not Sure	05	10.20%
<b>Total</b>	<b>49</b>	<b>100.00%</b>

25. The overall responses to Question 2 were

**Question 2: “Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?”**

<b>Response</b>	<b>Number</b>	<b>Percentage</b>
Yes	26	53.06%
No	15	30.61%
Not Sure	08	16.33%
<b>Total</b>	<b>49</b>	<b>100.00%</b>

26. The response to the statutory consultation questions by respondent type is as follows.

<b>Numbers Overall</b>	
Harrow Resident	21
Parent/Carer	25
Pupil	1
School Staff	0
School Governor	0
Other/Blank	2
<b>Total</b>	<b>49</b>

27. The responses by respondent type for the first consultation question were as follows:

Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?	Harrow Resident	Other	Parent / carer	Pupil	Total
Yes	6	2	22	1	31
No	10	0	3	0	13
Not Sure	5	0	0	0	5
Totals	21	2	25	1	49

28. The responses by respondent type for the second consultation question were as follows:

Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?	Harrow Resident	Other	Parent / carer	Pupil	Total
Yes	4	0	21	1	26
No	13	0	2	0	15
Not Sure	4	2	2	0	8
Totals	21	2	25	1	49

### Monitoring information

29. When completing their responses to the consultation, respondents were invited to provide information about how they perceive their social identity to assist with monitoring the effectiveness of the consultation outreach. Anonymous information was requested under the following categories: disability; ethnic group; and religion. The following tables show the responses received under these categories.

#### Respondents by Disability

	Number	Percentage
Not Disabled	43	87.76%
Yes, affecting mobility	0	0%
Yes, affecting hearing	1	2.04%
Yes, affecting vision	0	0%
Yes, a learning disability	0	0%
Yes, mental ill-health	0	0%
Yes, another form of disability	0	0%
Not Stated	5	10.20%

Ethnic Group	Number	% of total response
Asian Or Asian British	20	40.82%
Black or Black British	2	4.08%
Other Ethnic Group	4	8.16%

Mixed ethnic background	1	2.04%
White	20	40.82%
Did Not Specify	2	4.08%

### Respondents by Religion

	Number	Percentage
Buddhism	2	4.08%
Christianity	21	42.86%
Hinduism	10	20.41%
Islam	7	14.29%
Jainism	1	2.04%
Judaism	1	2.04%
Sikh	0	0%
Zoroastrian	0	0%
Other	0	0%
No Religion	1	2.04%
Not Stated	6	12.24%

### Themed analysis of comments received

30. The responses made to the first consultation question (“Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?”) indicate broad agreement with the proposal to permanently expand Whitefriars Community School from parents/carers to become a three forms of entry primary school. There was less agreement from residents. The comments made by respondents to this question include the following main themes:

- The area is already congested and overcrowded;
- Too many schools in one small area;
- The site is too small for the numbers of children;
- Traffic is already a problem in the area and this will be made worse;
- Concerns about the quality of the education at a larger school and at Whitefriars Community School currently;
- The safety of children on already busy roads.

Comments from respondents in favour of the proposal included:

- More places are needed to cope with the growing demand, including in good and outstanding schools;
- It will be good for the community as long as the school maintains a very good standard.

31. Half the responses made to the second consultation question (“Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?”) agreed with the proposal to extend the age range of Whitefriars Community



School to include secondary school provision. Again, there was more support to the proposal from parents and strong disagreement to the proposal from residents. The comments made by respondents to this question include the following main themes (additional to those that were the same as made to the first question):

- Concerns about existing traffic to commercial premises in Cecil Road, especially GFL;
- There was not enough room for Avanti House, so why is this proposal acceptable?
- Anti-social behaviour in the High Street is a problem;
- Community gains need to be identified;
- Concern about lack of secondary expertise in the 'sponsors' and whether the post-16 numbers are sustainable.
- Existing high schools in the vicinity of the school;
- Concern that green space would be lost as a result of the development.

Some alternative suggestions were made:

- Could the Winsor & Newton factory site be used?
- All high schools should be expanded to cope with the extra demand.

Comments from respondents in favour of the proposal included:

- This school should cater for all age ranges due to the growing population;
- As long as education standards are kept.

32. A number of questions were raised by respondents, including:
- Will the intake be for children within walking distance of the school?
  - Will there be serious consideration for ESL?
  - Will there be Headteachers for each section of the proposed school?
  - What outdoor space is envisaged?
  - Will children have a choice of secondary schools?
  - Will more public transport be provided at essential times?

#### Response to the consultation from the High School Heads Group

33. Response to the consultation has been received from the High School Heads Group and is available in Background Papers. Key points made in the response include:
- Recognition of the medium term need for additional secondary phase places within the Borough and the appropriateness of the Teachers Centre as a location for additional secondary phase places in a borough where it is difficult to find appropriate sites.
  - The high schools would want to work with Whitefriars on the development of the curriculum and staffing to ensure that students have access to appropriate specialist teachers during the growth of the school when staffing may be a challenge.
  - Suggested approaches to phasing the introduction of the secondary phase places prior to the need for all the additional places in the borough.

- The group would welcome confirmation from Whitefriars as to their intentions regarding over-subscription criteria. The schools strongly believe that it is in parents' interests for over-subscription criteria for secular, co-educational provision within the borough to remain as consistent as possible.
- Concern that a sixth form capacity of 75 is unsustainable, even with inclusion into the Sixth Form Collegiate.

#### Response to the consultation from Heathland Whitefriars Federation

34. The Heathland Whitefriars Federation has responded to the consultation as follows: "The Federation is very positive about the expansion proposals. Our team looks forward to being a key partner, with the Harrow Council, in delivering outstanding provision for more young people in the local community. Our children's families tell us that they are very excited by this opportunity to build on the success of Whitefriars School since the federation with Heathland."

#### Officer response to the consultation comments

35. Officer responses to the consultation comments are given below under five main headings that encompass the themes: Traffic; Site; Area; School Places; Education Standards.

##### **Traffic**

The concerns expressed about traffic congestion and road safety in the area are fully recognised and detailed response is given in the 'Traffic and congestion issues' section below.

##### **Site**

The Harrow Teachers' Centre site has been identified for additional secondary school provision in the Council's Area Action Plan. The proposal is consistent with the planning contained in that plan which was the subject of extensive consultation.

The proposal has fewer pupil numbers than would have been the case if Avanti House free school had been permanently located at the Harrow Teachers' Centre site. Also, taking a holistic approach to the development of the combined school and teacher centre sites maximises the opportunities to make best use of available facilities and land.

##### **Area**

The Wealdstone area is densely populated and is located in the central area of the borough for development. Harrow Council is creating additional school places as close as possible to where the additional demand is and this helps to reduce the need for reliance on vehicular transport to and from school.

The proposed development would seek to maximise any opportunities to enhance and improve facilities for local residents. A sub-group of the School Expansion Stakeholder Reference Group, a representative group of elected member and stakeholders, is being established to promote community engagement in the development of the proposal to the benefit of the local community.

Planning policy requirements would ensure full consideration is given to the preservation of green spaces in any development.

## **School Places**

In November Harrow Cabinet agreed its Secondary School Place Planning Strategy to achieve sufficient school places to meet the increased demand. There are three strands to the first phase of the strategy: expansion of existing high schools; support for free school bids to create new schools; and this proposal. It is acknowledged that there are two existing high schools in the area located on the high street and the movement of pupils to and from the site would need to be planned and monitored to minimise any issues that may arise. The filling of places at the all-through school would happen incrementally and in phases which would assist planning.

The existing school's over-subscription criteria relates primarily to distance and it is envisaged that the admission criteria for the secondary school would be similar. There is no plan to allow selection by academic ability or by faith for the additional school places. If the school converted to an academy in the future, the school would be able to change its admission arrangements. However schools which do not have selection by academic ability are not allowed to add in this criteria.

The intake to the secondary provision would be phased and increase over time with the first Year 7 intake occurring in September 2015. This is because the full number of additional secondary school places will not be required in 2015 and to minimise any impact on other secondary schools in the borough.

## **Education standards**

Whitefriars Community School and Heathland School formed a Federated Governing Body in August 2012. This formalised the cooperative working that has been in place since January 2012 to bring about improvements in educational achievement. The federation ensures the best practice from both schools is built upon, and has put in place leadership arrangements that are driving that improvement. The Federated Governing Body supports the proposal to expand and extend the age range of the Whitefriars Community School and representatives from the school were involved in the presentation and discussion at the open consultation meeting. The Federated Governing Body and senior leadership of the school would develop more detailed planning to establish the all through school including curriculum and staffing arrangements.

Whilst the all through school would have one headteacher, it would be possible to have deputy headteachers who focused on different phases of education. Staffing decisions are generally a matter for the Governing Body.

## Traffic and congestion issues

36. Increased traffic and congestion at the start and end of the school day is a characteristic of many schools and has been the major theme of concern in the consultation responses about expansion proposals in the school expansion programme consultations. The proposal for the all through school at the Whitefriars Community School and Harrow Teachers' Centre development would generate a significant increase in journeys to the school with a consequent impact on the highway network due to the additional traffic. Particularly, there will be potential

for increased congestion and road safety problems due to additional vehicle trips.

37. The area around Whitefriars Community School and Harrow Teachers' Centre already has a degree of traffic and congestion issues from the current school intake and from through traffic along Cecil Road. The increase would exacerbate the problems if no mitigating measures are taken. To minimise the impact of the additional pupils attending the schools proposed for expansion in Phase 2 of the school expansion programme including this proposal, a cross-council approach is being implemented. This approach brings officers together from Children and Families, Enterprise and Environment and Communications to co-ordinate work.
38. Additional resource is being committed to ensure an appropriate profile to all the Phase 2 expansion projects in particular.

This additional resource will ensure:

- Transport Assessments are undertaken at each of the schools proposed for expansion. The assessments will provide an independent view of the proposals by reviewing baseline information about current traffic volumes and current issues and make recommendations about any impact as well as setting out any actions required. This assessment will take account of the consultation responses already received.
  - Appointment of a Transport and Travel Planner Officer for the expansion projects to develop and implement effective travel strategies in conjunction with the schools. This position will also coordinate inputs and actions from other council departments to assist the change process. This is a key role in influencing and engaging with all stakeholders to change attitudes to travel through the review and the development of School Travel Plans in order to minimise the use of private car travel to the school, particularly by parents. This role will also liaise with the Highways, Traffic Management and Enforcement teams to ensure that any necessary engineering work and enforcement action, including Safer Neighbourhood Teams, is provided in line with the travel plans developed. This officer will also be involved in the pre-planning engagement activities and input into the planning applications.
  - There will be a communication strategy for the Phase 2 expansion projects to raise the profile of school travel planning. An additional Communications Officer will be engaged to give this work a high profile.
39. The congestion that occurs around schools at the beginning and end of the school day has been a national problem over many years. Caused by the high use of private cars as the dominant travel choice by parents, it is currently an issue across most schools in the borough. The Council's policies on addressing the proliferation of vehicular traffic and congestion are set out in the Council's Transport Local Implementation Plan (LIP). The current LIP was adopted in July 2011

in order to take account of the current London Mayor's Transport strategy.

40. The policies in the LIP align with current regional and national policies to encourage modal shift and discourage private car use. The strategy recognises that the capacity of the network cannot keep pace with the increasing levels of public car ownership and usage and, that the use of other transport modes is the only viable alternative. Therefore schools in the borough are encouraged to create a travel plan document. The document identifies travel behaviour and barriers that prevent sustainable travel modes. A package of measures is then created to mitigate these barriers and can include a wide range of different aspects as follows:
  - Sustainable transport promotions / communications, providing best practice guidance from other schools.
  - Interactive workshops and theatre group shows / presentations with pupils, parents and teachers.
  - Road safety education and advice.
  - Cycle / Scooter training.
  - Organising walking buses, park and stride, walking reward schemes.
  - Provision of user friendly or tailored travel maps and public transport information.
  - Highway engineering improvements such as for example, crossing points or provision of cycle storage facilities.
  - Enforcement action against traffic / parking offences.
  - Self monitoring of travel plan performance and identifying improvements.
41. There are on-going discussions, yet to be concluded, between Transport for London, London Councils and the London Boroughs about the impact of potential LIP funding reductions in future years. It is not expected that the policies will be affected but in the event that there is a budget reduction the Council will need to adjust its programme of works accordingly.
42. Given the Council's transport policies, it is unlikely measures that facilitate driving would be included in the development of the schools. For example; drop off zones or car parks. These types of facilities would only exacerbate the existing problems.
43. The travel plans for the proposed schools for expansion will be amended as part of the School Expansion Programme. The success of the travel plan is largely dependent on the level of engagement and ownership by the school and their parents. It will be extremely important for officers to engage proactively with Headteachers and their school community to encourage positive changes in travel choices.
44. As well as encouraging changes in transport behaviour, it will also be necessary to regulate the highway environment to discourage obstructive and inconsiderate parking. It is inevitable that a proportion

of parents will drive to school and restrict traffic flow at or near the school frontage. Each site will be reviewed to see where parking restrictions are required to limit the worst effects. Parking restrictions will need to be supported by an appropriate level of enforcement. It must be noted that as a standalone measure this would not be effective and can only work as a part of a package of measures identified in the travel plan.

45. This proposal would require a substantial building programme, for which planning permission would be needed. If an application is submitted, a decision on this will be a matter for the Planning Committee. This committee will consider highways and traffic concerns, the use of green space and impact of the development on the local area. Residents and parents who believe they are impacted by this decision are entitled to make representations to the planning committee during the statutory planning consent timescales.

## **Next steps**

### Statutory proposals

46. If Cabinet decides to publish statutory proposals, these would be published for a six week representation period from Thursday 9 January 2014 to Thursday 20 February 2014.

### Decision making

47. A further report will be presented to Cabinet in March 2014 to determine the statutory proposals. Cabinet will have the following options when considering the statutory proposals:
  - a. Reject the proposals.
  - b. Approve the proposals.
  - c. Approve the proposals with modification e.g. in relation to the implementation date.
  - d. Approve the proposals subject to meeting a separate condition.

### Stakeholder Reference Group

48. A School Expansion Stakeholder Reference Group has been established which is a cross party representative group to provide advice and guidance on the implementation of the school expansion programme and Priority School Building Programme projects. The first meeting of the reference group was held on 6 November 2013 and the group will meet again in January 2014.
49. It is proposed to set up a sub-group of the SRG for the Whitefriars Community School / Harrow Teachers' Centre development. This group would help to ensure effective community engagement and involvement in the development of the project and help to maximise opportunities to enhance provision for the community and to address issues and concerns. The group will include representatives from the school, local community and ward councillors.

## Preparatory school expansion work

50. During the publication of the statutory proposals, officers will continue to work with the school to plan for the potential expansion and extension of age range and addressing points or issues raised in the consultation. Officers will provide support to the Headteacher and Governors as required to consider school organisation and management issues.
51. The development of the site requires the relocation of the Pupil Referral Unit. Consideration will need to be given to the needs and location of the Pupil Referral Unit which is currently located in the classroom block at the Harrow Teachers' Centre site. Funding would need to be identified to implement decisions that are made because the Targeted Basic Need Programme allocation is specifically for the new school places that are created. Other considerations include the position of the Harrow Teachers' Centre staff and relocation of users of the office space.
52. Capital building work will be needed to deliver the additional primary and secondary school places on the combined site. Whitefriars Community School will need to continue to operate on the site during the construction phases with the minimal possible impact on the children's learning. The site feasibility study for these works is largely complete and the aim is to start design work for the project in December. The urgency of the design work followed by planning application and construction for the scheme is twofold.
  - Firstly the need for necessary accommodation to be delivered in time for when the school begins to take additional classes.
  - Secondly due to grant conditions that mean much of the grant for the project needs to be fully spent by September 2015.
53. Therefore, initial design and planning work and planning application will be completed in parallel to the statutory processes. This will be at a level of financial risk to the Council, as it is prior to the final decision Cabinet will make in March. This risk is considered to be low because the views expressed during the statutory consultation processes in relation to the proposals will be taken into account. The risk will also be mitigated by on-going discussions where the cost is high or there is uncertainty about the level of support for the expansion before developing the designs further. Pre-Planning community engagement activity will also be undertaken prior to the submission of any planning application. In the event that a decision to agree the statutory proposals is made in advance of a planning decision, this can be made subject to planning permission, which means that the proposals do not have to be implemented if planning permission is not obtained.

## **Update on Phase 2 of the Primary School Expansion Programme**

54. At its meeting on 21 November 2013, Cabinet approved the publication of statutory notices to expand permanently nine schools that had been subject to statutory expansion consultations. This decision has not been subject to call-in and statutory proposals in relation to these

schools will be published for a four week representation period from Thursday 9 January 2014 to Thursday 6 February 2014.

55. The Corporate Directors of Children & Families and Environment & Enterprise are putting in place strong governance, programme management and community engagement processes for delivery of the programme to tight timescales and conditions. A Programme Board has been established and the Children's Capital Project Team is being strengthened with relevant expertise. The School Expansion Stakeholder Reference Group, a representative group of elected members and stakeholders, held its first meeting in November and a sub-group for the proposal to establish an all-through school on the Whitefriars Community School and Harrow Teachers' Centre sites will hold its first meeting in December.
56. Site feasibility work is being progressed on all the proposals in the programme to create more mainstream and special educational needs places in Harrow. The sites vary in their complexity and range of issues. The expansion proposal at St Anselm's Catholic Primary School, a voluntary aided school that was a successful application to the Targeted Basic Need Programme, is proving to be particularly challenging on cost, Planning and considerations relating to use of other land around the school site. Discussions are continuing about these issues and contingency thinking is being progressed in case this proposal is unable to proceed. The estimated cost has risen to approximately £6m and despite considerable review there are few options to reduce this cost to a better value for money solution or reduce Planning concerns.
57. The Governing Body of Cannon Lane Primary School responded formally in support of permanent expansion in 2015, and the Corporate Director of Children & Families, in consultation with the Portfolio Holder for Children and Schools, has exercised the delegation made by Cabinet and decided to publish statutory proposals to permanently expand the school.

## **Financial implications**

### **Revenue**

58. Any school expansion will inevitably have significant financial implications and clarity about funding is essential to maintain commitment to the School Expansion Programme. School revenue budgets are funded from the Dedicated Schools Grant (DSG). As the Department for Education (DfE) allocates DSG based on pupil numbers, any increase in pupil numbers results in additional revenue funding for the expanding school. The revenue funding is allocated to schools based on the Harrow Schools' Funding Formula. School budgets are based on pupil numbers in the October prior to the start of the financial year, so there is always a funding lag when schools increase their pupil numbers. To ensure that schools who agree to an additional class are not financially penalised, the Harrow School Funding Formula provides 'Additional Class Funding' for the period



from September to the end of March, following which the mainstream funding formula will take effect. This ensures that schools have adequate funding for at least the average costs of a teacher.

### Capital

59. Harrow received £12.4m for this project under the Government's Targeted Basic Need Programme (TBNP). In accordance with the grant condition, this has to be expended by September 2015.
60. Officers are considering the procurement route for this project and it is expected the Education Funding Agency (EFA) Framework Agreement will be used to procure a contractor for the project.
61. A feasibility study for the school is currently underway and early stage estimates indicate the cost of the scheme is likely to be in the region of £15m – £20m depending on the options chosen. This current estimate is above the TBNP funding of £12.4m and officers will need to ensure an affordable solution is achieved. The cost of the scheme will also need to cover the relocation costs of Harrow Tuition Service.
62. If the project cannot be reduced to the TBNP level of funding, resources from other school funding streams will need to be identified so that it is affordable within the overall School Expansion Programme.
63. The School Expansion Programme costs were considered as part of setting the Capital Programme for this financial year (13/14), but the Capital Programme has been subject to change following success in the TBNP bids. In October 2013, Cabinet agreed an increase to the Capital Programme for 13/14 due to additional funds being allocated by the EFA in this financial year. Bids have been submitted via the Capital Strategy capital bid process for the remainder of the school expansion programme which will come to Cabinet for approval in due course, although at that stage the feasibility study was not underway and the current estimate was not known, and so the bid was based on £12.4m.
64. The breakdown of the indicative costs for the project and the funding is detailed in the table below:

School	13/14 £,000	14/15 £,000	15/16 £,000	Totals (initial cost estimates) £,000
Whitefriars	2,250	8,250	4,500	15,000
	–	–	–	–
	3,000	11,000	6,000	20,000

65. At this stage the figures are indicative and provided for illustrative purposes. They will be refined and modified as the project is

developed. Detailed feasibility stage cost planning is currently underway. If there are major site anomalies or key planning issues then these costs could increase. There will be close monitoring of the affordability of the project through the Programme Board.

66. Based on current estimates for the cost of the school expansion projects and some basic assumptions about further yearly allocations from the EFA, it is still expected that it is possible to deliver the overall expansion programme with EFA capital grants, without the need for council capital funding. This will continue to be reviewed and updated as each scheme progresses and reported to the Programme board and quarterly to Cabinet.

## **Legal implications**

67. 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.
68. 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.
69. 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.
70. The statutory process for making alterations to a school include extending the age range and size of a school and extending the upper age limit of a school.
71. Section 6A of the 2006 Act requires a local authority to invite academy proposals when it has determined that there is a “need” for a new school. Therefore, if there is a clear need for a new school, this should be done via s.6A. In this case, the pupil projection figures show a possible future need for a new school for secondary provision, but there are places in Year 7 and 8 based on current roll numbers. In addition other options to create secondary places exist, for example expansions of existing schools. The Harrow Teachers’ Centre site has been identified in area planning for additional secondary places in the future and it is appropriate to consider an all through school on the Whitefriars Community School and Harrow Teachers’ Centre sites, because it is a good use of the whole site and it may address future need.
72. The Council has good evidence that the site itself is not suitable for two separate schools, based on the Education Funding Agency assessment in relation to the previous Avanti House proposal. For this reason, the most appropriate option is to seek to use the site for one

school and based on the size of the site and the current primary school, an all through school is the most appropriate option.

73. The added complication is the fact that the two schools in the Heathland Whitefriars Federation are the subject of Academy Orders. However, the Academies Act clearly confirms that the school does not convert to an academy until the academy arrangements are entered into and this will only happen on signing of the funding agreement (or similar financial arrangement). The funding agreement is between the Department for Education and the Governing Body of a school and the Council is not a party to this. In theory, following consultation and the making of an academy order, this could be signed at any time.
74. During the consultation on the proposed conversion to an academy, the Council has had meetings and sent correspondence to Whitefriars Community School to seek to ensure the alignment of the timescales for the proposals for statutory alteration of the school, Targeted Basic Need Programme completion and the proposed academy conversion.
75. If appropriate the Council may consider whether to ask the Secretary of State to consider timescales for the Academy conversion that enable the alteration to take place, building works to be completed and the enlarged school to open as academy.
76. In relation to the process for alteration, as this is the first all through school and provides new provision for secondary education, the consultation should include all secondary schools in the area, as well as local primary schools. Due to the constraints on the site and the large increase in number of pupils and complete rebuild, local residents and businesses should be consulted. The residential area should cover any likely transport routes near the school. The consultation documentation must clearly set out the statutory process for altering a school and the separate planning process for the building works.
77. Cabinet must take account of all consultation responses when deciding whether to publish statutory proposals. It should also bear in mind that some responses may be related to issues that should properly be considered as part of the planning process, such as traffic and highway matters. Whilst these issues can still be taken into account, it is for the planning committee to determine the appropriate response to these matters when determining the planning application. When considering consultation responses, the Council must take into account the number of responses, including the number for and against the proposals as well as the detailed comments, where relevant to the proposal. However, even if there is a strong response against proposals, the Council can still decide to proceed if it has proper policy reasons for doing so.
78. When making public law decisions, the Council must take account of all relevant information, including consultation responses, equality implications, crime and disorder concerns, financial implications and its statutory duty to provide school places.

79. The statutory guidance on expansion and extending the age range of community schools confirms matters which should be taken into account by local authorities when determining proposals. This will be a matter for Cabinet to consider in March when it is asked to determine the proposals. However, for completeness, it includes the need to deliver excellence and equity in school place planning, the need to include parents in decisions around provision of schools, the need to maintain and increase local standards of education, diversity of provision, options for extended services, journey times and travel options for pupils attending the school and that land, premises and capital are in place to implement the proposals.
80. As the detailed plans for the site have not been finalised, it is not possible to confirm whether there is a need for any statutory consents in relation to any open space. Information on this, if required, will be provided in the March Cabinet report.
81. As the proposal is dependent on planning permission, the local authority can make the decision conditional on grant of planning permission. It can also consider whether to make it conditional on the continuation of the existing federation with Heathland.

## **Equalities implications**

82. Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it.
83. Equalities Impact Assessment has been undertaken on Phase 2 of the Primary School Expansion Programme. The conclusion of this assessment is that the implications are either positive or neutral. If Cabinet decides to publish statutory proposals it is proposed that a full Equality Impact Assessment will be undertaken on this proposal and include consideration of secondary provision.
84. Harrow's schools are successful, inclusive and provide a diversity of provision. The 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.

## **Performance Issues**

85. 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' by OfSTED. 92% of Harrow's primary and secondary schools are judged 'good' or 'outstanding', compared to 85% in London and 78%

nationally. Whitefriars Community School's most recent inspection resulted in a judgement of 'Good'.

86. The table below includes the 2012 Key Stage 2 results of Whitefriars Community School. The table compares the school's performance in English and Maths at Level 4+, English Expected Progress and Maths Expected Progress results to the Harrow and national averages.

<b>2012 Key Stage 2</b>	<b>English &amp; Maths L4+</b>	<b>KS1-KS2 Expected Progress - English</b>	<b>KS1-KS2 Expected Progress - Maths</b>
Whitefriars	61%	97%	77%
Harrow	83%	91%	90%
National	79%	89%	87%

Source: DfE Performance Tables

87. 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.
88. 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.
89. The indicators fall within the following areas:
- Attendance and exclusions - remain a statutory duty for the Local Authority to monitor and improve.
  - Underperforming schools – schools are assessed at Key Stage 2 & Key Stage 4 against defined floor standards.
  - 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. The table below includes the gap at key stage 2 between pupils eligible for free school meals and their peers and the gap between Harrow's SEN children and their peers – children with a SEN provision includes School Action, School Action Plus or a Statement.

<b>2012 Key Stage 2 - Narrowing the Gap</b>	<b>Harrow</b>	<b>National</b>
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in both English and mathematics at Key Stage 2.	16%	17%

Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in both English and mathematics at Key Stage 2.	44%	49%
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90. There is a complex interrelationship between a number of other performance issues such as traffic congestion, road safety, traffic and parking enforcement and travel plan performance, as referred to earlier in the report, and all these considerations are taken into account in assessing school expansion proposals

## Environmental Impact

91. The Council's over-arching climate change strategy sets a target to reduce carbon emissions by 4% a year. Schools account for 50% of the council's total carbon emissions. Reducing emissions from schools is therefore a vital component in meeting the Council's target. Phase 2 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.
92. The RE:FIT Schools Programme will be available to retrofit existing school buildings to improve their energy efficiency. For new-build schools, the design standards will need to ensure that they meet high energy use efficiency standards.
93. For this proposed 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

94. The directorate and corporate risk management implications for the Council arising from school place planning are included on the directorate and corporate risk registers. A Programme Risk Register is also being formulated and this will be reviewed by the School Expansion Programme Board.
95. The key high level risks for this programme are set out below:

High Level Risks	Consequences	Mitigating/Control Actions
Planning	Planning permission not granted creating delays to project.	<p>Informal discussions with Planners during feasibility regarding planning polices.</p> <p>Planning Performance Agreement to be agreed.</p> <p>Community engagement through the statutory consultation and the pre-planning engagement activities. School community and local residents invited to meetings and</p>

		<p>provided with information about the proposals.</p> <p>Traffic Assessment being commissioned to inform School Travel Plan and highways mitigation measures.</p>
<b>Finance</b>	<p>Costs of the project exceed the TBNP allocation leading to additional costs to Council.</p> <p>Relocation of the Pupil Referral Unit</p> <p>Winding down costs of the Harrow Teachers' Centre</p>	<p>Procurement through EFA Framework Agreement is being considered to ensure the construction meets EFA requirements.</p> <p>Indicative costs calculated from feasibility study to inform programme budget.</p> <p>Robust financial and programme monitoring through the Programme Board, Capital Forum and Cabinet reports.</p> <p>Decisions to be made about the needs and location of the PRU and funding identified.</p> <p>Planning and provision for the position of the Harrow Teachers' Centre staff and relocation of users of the office space</p>
<b>Project delivery</b>	<p>Delays to project – school places not available, additional costs.</p>	<p>Capital Team established with appropriate skills, experience and expertise in major construction projects to deliver programme.</p> <p>Programme Board established with Corporate Director and senior officer membership.</p> <p>The contract with the constructor will safeguard the Council's liabilities.</p>
<b>Pupil Projections</b>	<p>Over or under estimate of pupil growth leading to a mismatch of provision – shortage of places or over provision of places leading to high levels of vacancies.</p>	<p>GLA commissioned to provide school roll projections. Review of projections against admissions, applications, In-Year movement of pupils. Close working with schools.</p> <p>This project is part of the school expansion programme planned to achieve a sustainable level of school places to meet the growth as indicated by the pupil projections. The additional permanent places are created as the demand grows over the years.</p> <p>The peak and variations in demand for school places will be met by continued use of temporary additional places. This approach will minimise the risk of having to</p>

		remove permanent capacity in the years following the peak in demand.
<b>Community engagement</b>	Lack of understanding of the need for school places and of the proposals leading to delays and complaints.	<p>Letters sent to Whitefriars parents and 1,200 resident households around the school and HTC sites with information and invitation to consultation meetings.</p> <p>Promote the vision for a Wealdstone community learning campus.</p> <p>Establish a sub-group of the School Expansion Stakeholder Reference Group.</p> <p>Communication strategy will be developed for the overall programme and for this project.</p> <p>Programme communications officer to develop and co-ordinate communications.</p>

### Corporate Priorities

96. This report incorporates the administration's priority to deliver a cleaner, safer and fairer Harrow by:
- Ensuring it fulfils its statutory duties to provide sufficient school places in its area.
  - Providing high quality local educational provision in schools for children close to where they live.

### Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 November 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 December 2013		



## Section 4 – Performance Officer Clearance

Name:	David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date:	21 November 2013		

## Section 5 – Environmental Impact Officer Clearance

Name:	Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date:	27 November 2013		

## Section 6 - Contact Details and Background Papers

**Contact:** Johanna Morgan, Education Professional Lead, Education Strategy and School Organisation, 020 8736 6841.

### Background Papers:

- Primary School Expansion Programme report to Cabinet 21 November 2013. Item 10 <http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=61433&Ver=4>
- Whitefriars Community School consultation papers [http://www.harrow.gov.uk/info/200086/nursery\\_school\\_and\\_college/1057/whitefriars\\_community\\_school\\_proposal/2](http://www.harrow.gov.uk/info/200086/nursery_school_and_college/1057/whitefriars_community_school_proposal/2)
- Equality Impact Assessment on Phase 2 of the primary school expansion programme
- Full Consultation Responses (Contact 020 8420 9270 to view the consultation responses) – Whitefriars HSH Consultation response is published with the agenda as a background paper

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies]</i>
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Appendix 1 - Summary of Consultation Responses and Comments

Question 1 - Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?		Question 2 - Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?		Which category describes you best?
No	Traffic problems already in the area - this will bring more	No		Harrow resident
No	Too many schools in one small area. We are being over populated by housing and now schools in a very small area. There is other areas in the borough you can put this school. It is in a very dangerous area with regards to Cecil Rd. This is a rat run we do not need any more cars in this area. The site is too small for the number of children. This had already been decided by the government with regards to Avanti house who had to go elsewhere. Why are you now putting more children on this site.	No	The site is too small and not safe for the children. Its not fair on the resident to have to put up with another school in this area. The buses will not cope. The council needs to sort out existing problem with regards to traffic not just during the day but also in the evening along Cecil Rd and Whitefriar Ave	Harrow resident
No	there is to much people traffic in the area already	No	there is to much people traffic in the area already due to Islamic centre, school and new housing development.	Harrow resident
No		No		Parent/carer
No	Yes the area is already congested, and one more expansion is not wanted. The plan show the school will have exits onto Cecil Road , this will be accidents waiting to happen, the road is VERY busy during rush hours morning and night and when the Free school was there for a while it became impossible . Just think of the residents of Cecil Road we have enough to put up with , with GFL taking over the street and area, and they do not worry about other motorist or people walking in the area and Cecil Road is very dangerous around this area because the bend in the road.	No	The Free school showed what it was like with hundreds of teenagers coming and going to the school . our life was made unbearable . That is why the residents of the area opposed this school. Look back and see the comments given .	Harrow resident
No		No		Harrow resident
No	I agree that we need more schools or to expand existing ones but in case of Whitefriars Community School, this is not the right decision because: 1. This is not one of our top performing schools and expanding the same would further deteriorate, both, the quality of education and school rating. 2. The location of this school, the approach roads and surrounding area is not ready and developed to cater for such a rise in the number of school parking requirements such a big school would generate. 3. This increase will cause a lot of inconvenience for the residents all along the approach roads, specially on Fridays considering the Mosque which is right opposite the school. 4. A similar proposal by the "Avanti House" was rejected recently by the residents and instead of learning from it the council wants to implement an exactly similar scheme again is highly irresponsible.	No	I agree that we need more schools or to expand existing ones but in case of Whitefriars Community School, this is not the right decision because: 1. This is not one of our top performing schools and expanding the same would further deteriorate, both, the quality of education and school rating. 2. The location of this school, the approach roads and surrounding area is not ready and developed to cater for such a rise in the number of school children, teaching and non-teaching staff and the traffic and parking requirements such a big school would generate. 3. This increase will cause a lot of inconvenience for the residents all along the approach roads, specially on Fridays considering the Mosque which is right opposite the school. 4. A similar proposal by the "Avanti House" was rejected recently by the residents and instead of learning from it the council wants to implement an exactly similar scheme again is highly irresponsible.	Harrow resident
No	I think the council is struggling to provide the quality of education in Whitefriars to make it bigger? how are you going to get the good quality teachers to work in this area?	No	Harrow Council's ideas change like the wind. I have no confidence in the decisions made. I remember fighting to keep Whitefriars open - as in the Council's wisdom it wanted to close the school due to falling numbers. Harrow Residents knew different. I think the Council does not know what it is doing and decisions are made by people that have no idea of the area and what it needs!!	Harrow resident
No	With three schools already here, the surrounding area is overcrowded. Access to roads and schools are very limited re pick up and drop off by parents.	No	As the Free School was dropped, due to undersized, how can same amount of extra places be acceptable? Again, access is poor, and dangerous for small children along Cecil Road and Whitefriars Avenue.	Harrow resident
No	Too many kids in a small area. We are overrun with schools in this area. The traffic will be immense. The council needs to sort out traffic now.	No	Why are you overcrowding Wealdstone? We do not need another school in this very small area. You have already overcrowded us with people. It's like a big social housing estate.	Harrow resident
No	The area is already congested with schools. The traffic volume will increase. It is at breaking point already. The buses will not be able to cope.	No	The government did not approve Avanti School for this small site. Why are you doing the same? It is not big enough for the amount of children. The traffic will be too much and dangerous eg factories, GFL etc	Harrow resident
No	I changed my child's school mainly because of the smaller size of Whitefriars. Larger class/year intakes have been proven to have a negative impact on schools and pupils.	Not sure	If there is a clear segregation between primary and secondary as there is a need for secondary schools in Harrow but hopefully not to the detriment of the primary school.	Parent/carer
No		Yes		Parent/carer

Appendix 1 - Summary of Consultation Responses and Comments

Question 1 - Do you agree with the proposal to permanently expand Whitefriars Community School to become a three forms of entry primary school?	Question 2 - Do you agree with the proposal to extend the age range of Whitefriars Community School to include secondary school provision?	Which category describes you best?
<p>Not sure</p> <p>Increased traffic in this area and safety of children walking in already busy roads</p>	<p>No</p>	<p>Harrow resident</p> <p>The area already has two High Schools close to together with one expanding soon. The local bus service is already full with pupils going to these schools. As a result of these two High Schools anti social behaviour in The High Street is a problem and extra resources by the police have to be put in place to manage this. More High School pupils will require further police resources to manage this. Local traffic is already challenging and extra car journeys by staff and parents will add to the problems in the area particularly in Whitefriars Avenue and Whitefriars Drive which feed from the busiest road in the borough. Parking is already controlled in the area and future staff will have now where to park and as previous said Local public transport is often at full capacity. The area is already identified as a high crime area with young people often being the victim so adding more young people to the area by this expansion will subject to crime.</p>
<p>Not sure</p> <p>OK in theory, BUT I would strongly object to more building and development affecting Cecil Road &amp; its neighbourhood - and there should be NO use of green field sites under any circumstances. The very pleasant school field, trees and vegetation (or what is left of them) must be preserved at all costs. This area has already been over-developed and suffered very badly as a result, with loss of amenity/ trees/ open space and extra traffic &amp; parking problems. Every time the council allows a "re-development" it almost always results in chaos, damage to amenities &amp; environment, increased traffic and parking problems. We residents then have to suffer the consequences. Cannot existing sites / buildings be used or re-developed? Why cannot the old / dis-used Winsor &amp; Newton Factory / Building in Whitefriars Rd be used or adapted?</p>	<p>Not sure</p>	<p>Harrow resident</p> <p>The Council has not been clear on the advantages of such an expansion to the local community a part from extra school places there needs to be identified clear planning and community gains before any expansion is proposed</p> <p>Same applies as above for Q2. If these proposals actually went ahead in an acceptable shape and form, I think the entire length of Cecil Road and Tudor Road should be made into a 20mph zone. It is already a very dangerous road for all road users (especially pedestrians &amp; cyclists, because many drivers treat it as a short cut and drive at quite high speeds (to avoid the traffic chaos that was created by the Council's alteration of roads in Wealdstone town centre). They seem so desperate to get form A to B to avoid traffic hold ups, that they often drive without due care and attention and treat it as a 40-50mph road. With the folly of allowing HGVs to use Cecil Road to access a factory / depots, especially in respect of the GFL site, which is the result of another very bad planning decision. (Incidentally, the residents of nearby streets, including my own (Wickham Road) are now suffering from having to put up with GFL's vans and trucks being parked in our residential roads, because GFL use so many vehicles. It seems to be increasing its fleet, but it is causing some problems for parking.</p> <p>Didn't the council consider this before allowing GFL to use the site as a depot? ) I shall be monitoring very closely how these school re-development proposals develop, and any eventual consequential damage / loss of amenity / other adverse effects on my local neighbourhood will be carefully noted, and those responsible for the planning decisions will be held to account.</p>
<p>Not sure</p> <p>I think it's time the younger children enjoyed the modern building (ie the Teachers' Centre) rather than the Victorian one. What outdoor space for the children is envisaged? Will the intake be for children within walking distance of the school? Will there be serious consideration for ESL? Will there be Headteachers for each section of the proposed school? Can you really pretend this is 'consultation' with two questions, and glowing omissions of information regarding the proposals. You seem more interested in ethnic and religious information about the people to whom you have circulated this questionnaire. Interesting but a little optimistic?</p>	<p>Not sure</p>	<p>Harrow resident</p> <p>What is your argument for this? Is it an experiment? On what is the idea based? What outdoor space is envisaged? Will the children be bused off to existing (already well subscribed?) sports centres? At secondary age, will pupils be obliged to stay here or have a choice of secondary schools? If the children will be riding around on public transport will more public transport be provided at essential times? What provision will be made for each teacher arriving in a car? Please make teacher numbers and ALL support staff clear as well as child numbers. Will the police be given more personnel to monitor the children's behaviour outside school in the way they already do? Please close the Tudor Rd entrance to children, allowing child entrance to all buildings from Whitefriars Avenue.</p>
<p>Not sure</p> <p>I have no objection to the school expanding as I know there is shortage in schools placements. My only concern is the traffic it will cause on Cecil Road. We already have a several companies who have heavy duty lorries, trucks, diggers coming and going all day long with no concern about the residents. Cecil Road is a residential area and not an industrial road, so I cannot understand how the Council has allowed such a companies to be based on Cecil Road especially when one of the companies called GFL has not submitted a planning application. If the issues around heavy duty goods vehicles being allowed to be situated on Cecil Road is resolved and are not permitted, then as a resident I do not object to the school expansion.</p>	<p>Not sure</p>	<p>Harrow resident</p> <p>As above and if traffic is monitored and some restrictions are put in place i.e. being able to park outside our houses and not allowing everyone to park as the time restrictions are limited therefore making it permit holders only.</p>

Question 1 - Do you agree with the proposal to permanently expand Whitefiars Community School to become a three forms of entry primary school?	Question 2 - Do you agree with the proposal to extend the age range of Whitefiars Community School to include secondary school provision?	Which category describes you best?
Not sure	Not sure	Harrow resident
Yes	No	Parent/carer
Yes	No	Harrow resident
Yes	No	Harrow resident
Yes	Not sure	Other
Yes	Not sure	Parent/carer
Yes	Not sure	Parent/carer
s	Yes	Parent/carer
s	Yes	Parent/carer
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Yes	Yes	Parent/carer
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Yes	Yes	Parent/carer

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Yes	Yes	Harrow resident
Yes	Yes	Harrow resident

**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Stanmore and Edgware Conservation Areas Supplementary Planning Document
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Portfolio Holder:</b>	Councillor Stephen Greek, Portfolio Holder for Planning, Development and Regeneration
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1: Schedule of Consultation Responses to the draft Stanmore and Edgware Conservation Areas SPD  Appendix 2: Stanmore and Edgware Conservation Areas Supplementary Planning Document for adoption – <i>Due to the size of the appendix, it has been circulated in hard copy to Cabinet Members and Key Officers only. The appendix is available for viewing on the website and a hard copy has been placed in the Members’ Library</i>

**Section 1 – Summary and Recommendations**

This report summarises the responses received to consultation and how these have informed the final Stanmore and Edgware Conservation Areas Supplementary Planning Document which is proposed for adoption.

**Recommendations:**

Cabinet is requested to:

- a) Adopt the Stanmore and Edgware Conservation Areas Supplementary Planning Document attached as appendix 2,
- b) Note the representations received to public consultation on the draft Stanmore and Edgware Conservations Areas SPD, provided at Appendix 1, and Council's response to the individual comments made.
- c) Note that the conservation area boundaries for the Little Common Conservation Area and Old Church Lane Conservation Area have been altered, and new Article 4(2) directions have been proposed for Old Church Lane, Stanmore Hill, Kerry Avenue and Canons Park conservation areas.
- d) Delegate authority to the Divisional Director of Planning, in consultation with the Portfolio Holder for Planning and Regeneration to make typographical corrections and any other necessary non-material amendments to the SPD prior to formal publication of the SPD.

**Reason: (For recommendation)**

To ensure that when adopted the Stanmore and Edgware Conservation Areas SPD will be a material consideration in the determination of planning applications The SPD will also provide useful guidance to relevant Council departments when dealing with issues relating to Stanmore and Edgware Conservation Areas (CAs).

**Section 2 – Report****Introduction**

1. Work commenced in 2006 to prepare Supplementary Planning Documents (SPDs) to cover geographical clusters of Conservation Areas within the borough, which include appendices of conservation area appraisals and management strategies. Following the adoption of the Harrow on the Hill, and Pinner SPDs, the Stanmore and Edgware Conservation Areas SPD is next to be completed.

2. The SPD for the Stanmore and Edgware Conservation Areas will ensure the special architectural and historic interest of these areas, which add to the attractiveness of the borough as a place to live, is conserved.



## **Options considered**

3. The Council, at its Strategic Planning Advisory Panel meeting of 18 July 2006, agreed that Supplementary Planning Documents (SPDs) would be produced to cover the boroughs 28 Conservation Areas (CAs). To date, SPDs have been produced for Harrow on the Hill, and Pinner CAs. Not to produce an SPD for the Stanmore and Edgware CAs would be inconsistent with the approach adopted elsewhere and represent a gap in the guidance framework, with regard to these six Conservation Areas.

## **The Stanmore and Edgware Conservation Areas**

4. Work on the Stanmore and Edgware CAs SPD commenced in 2012 and covers six conservation areas:

- Little Common;
- Stanmore Hill;
- Old Church Lane;
- Canons Park;
- Edgware High Street; and
- Kerry Avenue.

5. A Conservation Area Appraisal and Management Strategy (CAAMS) is required for each of the above areas. The new CAAMS have been revised and updated accordingly from the previous CAAMS that were adopted for Old Church Lane and Edgware High Street CAs and the older policy statements produced from 1990 to 2003 for the other Stanmore and Edgware CAs.

6. The Stanmore and Edgware CAs SPD intends to link all six areas by providing a strategic overview of the issues affecting the CAs to inform guidance that will assist in their preservation and enhancement.

## **Consultation undertaken**

7. In accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 the draft SPD was subject to public consultation. On 14<sup>th</sup> March, 2013 Cabinet approved the draft Stanmore and Edgware for public consultation for a period of 6 weeks through June and July. This is longer than the statutory requirement of four weeks to encourage consultation responses on this document as the individual CAAMS will not be subject to a separate additional phase of consultation to the SPD.

8. The consultation was undertaken in accordance with Council Statement of Community Involvement and included:

- A public notice in the Harrow Observer newspaper;
- Notification letters were sent to ward Councillors, amenity groups (including the Canons Park Residents Association, the Stanmore Society and the Stanmore and Harrow Historical Society), the

Conservation Area Advisory Committee and other stakeholders, including the North London Collegiate School;

- 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 the Stanmore and Civic Centre libraries and at reception at Civic 1.

9. A public meeting was also held where the conservation officer attended with a paper copy of the document and there was an opportunity to provide comments and discuss the document in person. The Conservation Team also offered to hold separate meetings with interested parties to discuss the document.

## **Results of the Public Consultation**

10. A total of 27 responses were received. 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.

### Overarching Stanmore and Edgware Conservation Areas SPD

11. There were six responses to the overarching Stanmore and Edgware CAs SPD. English Heritage responded to state that they support the document as they 'welcome production of this SPD which will assist the borough in conserving and managing the conservation areas concerned'. Their two requests for amendments were made as they requested the document's definition of setting be amended to reflect the National Planning Policy Framework's definition and that reference to Conservation Area Consent be omitted once it was merged with Planning Permission when the Enterprise and Regulatory Reform Act came into force. They also confirmed that a Strategic Environmental Assessment is not required.

12. The President of the Stanmore Society responded to provide minor factual corrections, which were duly made and to state he welcomed the document as an 'extremely useful document' that he agrees with. Another resident responded to query why Wood Lane was not referenced as a busy traffic route which has now been addressed.

13. Two residents responded to state that breaches of planning enforcement need to be enforced otherwise the document is worthless. However, sections 8.7 to 8.14 already discuss enforcement measures and their importance so no further changes were required to the document. The list of breaches of planning control provided was passed to enforcement.

### Stanmore Hill Conservation Area

14. There were 13 respondents about the Stanmore Hill CA. The President of the Stanmore Society stated that Green Lane is a very busy road. This is now referenced in paragraph 2.25. Concern was expressed over a forthcoming proposal for a supermarket near the CA. It was not considered necessary to amend the document since it already outlines the need and how, to assess proposals in terms of their impact on the setting of this CA within

section 2.4.6. It is beyond the scope of this document to assess individual planning proposals. The respondent also stated that traffic lights at the bottom of Stanmore Hill were poorly arranged but this is well beyond the conservation area boundary and therefore not relevant to the consultation. Nevertheless the matter was referred to transport for their consideration and records.

15. Three responses were received from local residents who have entered the Council scheme to 'Adopt-a-Bed' and look after public areas of green space. They objected to proposals for the management of the green between Stanmore Hill and Green Lane which were to re-site benches and change a hedge for the green space. They suggested alternative ways to manage this green. The suggestions were therefore amended in line with these requests. Another resident responded to state the grass at the top of Green Lane is not being cut. The management of green spaces is already reported as an issue in the document and this specific concern has been reported to parks.

16. Three residents expressed concern with the proposed traffic calming which would affect the conservation area. The conservation team though considers these proposals would be sympathetic to the character of the conservation area and a separate consultation was carried out on this matter by Highways and so their responses have been forwarded to the Highways department to consider as part of this. Therefore no amendments were made to the document to address this point. Two requested the level of controls attached to Woolombe Cottage to be reduced as it does not have features in keeping with others in the area. However, the Council considers it important to retain the existing level of conservation area controls relating to this building since it is sited in the midst of the conservation area so it is very sensitive to any changes due to the impact this would have on the wider area. Therefore no amendments were made to the draft document in response to this request and an explanation for this was provided to the consultees that made this request.

17. One resident made enquires as to the controls that listing have on their building, how to apply to de-list it and sources of funding. These comments do not concern the document directly and so information provided directly to them in response. Another responded to say that parking is an issue near the Abercorn which is now identified by the draft document. One resident expressed regret that street cleaners have been taken away from the Stanmore shops and another that there is not a crossing beyond the library and Bushey Heath. Both these matters are well beyond the conservation area boundaries and do not directly concern this document so no amendments have been made to the document. The matters have been referred to street cleansing and traffic as appropriate.

18. One resident expressed concern that there would be proposals to redevelop the site of the Studio, Stanmore Hill shortly and if it was proposed to be converted to a dwelling house this would not be in keeping with the area given the need to retain the greenery. It is not considered necessary to make any amendments to the document in response to this as the general area is already identified by the document for the importance of its greenery (see section 2.2.8) and it is beyond the scope of this document to comment on specific planning proposals.

19. A member of the Stanmore Society stated that there ought to be a limit to the height of the trees to help protect views but there is no legal limit to the height of trees and it is beyond the scope of this document to provide comment on this matter.

20. Otherwise, comments received from two local residents made minor factual corrections (since made to the document), commented on the increased traffic over the years along Green Lane (now referenced within the document) and commented that they expect this document to have been drafted at great cost to the Council via external consultants. It is noted though that the document was created in house.

#### Little Common Conservation Area

21. Five responses were received about Little Common CA. A member of the Little Common Residents Association responded to highlight various issues within the CA namely: potholes in the gravelled area, redundant signposts excessive signposts, more unauthorised satellite dishes, a picnic table from around the ponds being stolen on the far side near the rugby club and not replaced and a permanent problem of the clutter of cars parked around Little Common and associated request for yellow lines. These issues and possible solutions are now referenced within the document (sections 1.3.2 and 1.4.2) and have been referred, where relevant, to Highways, Parks and Planning Enforcement teams. The picnic table is being replaced by the Council as part of the Green Grid project. It was also reported that concrete posts are missing from the grassed area outside Raw Lasan restaurant so this is now referenced within the document along with a recommendation for new timber posts. Smells from Raw Lasan restaurant were also reported. This is an ongoing matter with environmental health that is beyond the scope of this document, so no amendments were made. It was further reported that the former scout hut/mission hall had been broken in to and derelict for years with no action from the Council on an application to use the Scout Hut as an Arts Centre. The disuse and condition of the former scout hut/mission hall is now explained more thoroughly as an issue affecting the conservation area within section 1.3.2 and reference is now made to the need to consult with property services for a solution. A new hand car wash in the Raw Lasan car park was also reported. This is an existing planning enforcement case though so no amendments were made to the document. It was also reported that grass cutting is not well organised which has been referred to Parks.

22. The President of the Stanmore Society responded to express concern over the proposals to move the entrance for the new RNOH redevelopment into Wood Lane since this would increase traffic to 'unmanageable levels'. It is beyond the scope of this document to comment on specific planning proposals and so this issue was reported direct to the case officer. The issue of traffic along Wood Lane is already referenced in the draft document. He requested that reference be made to the Wood Farm development where the site has been sold off making part of the land accessible farm land which is now done in section 1.59.

23. A representative of the Elm Park Residents Association responded to report some unauthorised works towards Cloisters Wood. This has been referred to enforcement and requires no amendment to the document. They also commented that they had objected to a proposal on Wood Farm which was approved planning permission. This comment is not relevant to the document so no amendment was made to the document.

24. A local resident responded to request that their home be put forward for national listing. The document now suggests this building is considered for being put forward for listing to English Heritage within sections 1.3.2 and 1.4.2 following careful research, and guidance was provided to the respondent on how they could put it forward directly themselves.

#### Canons Park Conservation Area

25. Five responses were received about the Canons Park Estate CA. The Chairman of the Canons Park Estate Association responded to state that he is 'broadly in agreement with the Management Proposals'. He stated he would prefer it if dormers were encouraged rather than skylights. However, the document thoroughly justifies its preference for skylights. In terms of windows and doors he stated his support for the proposed controls and that timber should be used wherever possible instead of UPVC. This support requires no amendment to the document. He stated that whilst replacement of garage doors is discouraged by implication in the document he has no objection to the garage doors being replaced as long as the look of the windows used to replace the doors is sympathetic, since many of the existing are of an unsuitable size. The document thoroughly explains and justifies its preference for the retention of garage doors. He stated that enforcement is vital and there are too many examples where this has not been implemented. The importance of enforcement is already referenced within the overarching SPD and this appendix.

26. Two residents who are members of the Canons Park Residents Association responded to state they support the proposed article 4 direction for windows. They also requested the extension of the CA to include Cavendish and Dorset Drive. However, the proposed extension of the CA is not considered appropriate since the buildings in these areas are not as of good or cohesive quality as those within the CA so would undermine the CA's value therefore this request has not been taken forward. The residents requested that they be on the Canons Park Estate Association list which has been done.

27. One resident responded to express his full support for the importance of conservation. However, whilst they support the proposed controls for removal of chimneys on Canons Drive, he stated he felt this is less relevant for the offshoots of Canons Drive, particularly 2 Rose Garden Close which is a one off Modernist design without a chimney. The document already omits proposals for such controls along Lake View which is most altered already but explains and justifies proposals for such controls within the rest of the CA. It specifically excludes the Modernist house on Rose Garden Close as part of the proposed controls for roof alterations since such controls are not relevant for a building of this design. The resident also suggested the existing planning

restriction relating to hardsurfacing on Canons Drive should be retained but that it is less relevant for the offshoot roads since soft landscaping has been lost already in places. However, recent appeal decisions have supported the importance of this planning restriction within offshoot roads of Canons Drive and so this restriction remains in place.

28. One resident responded to state that Canons Drive and surrounding roads have been spoiled by the introduction of a controlled parking zone which is more harmful than any building alterations and that if this is not addressed the area should be de-designated as a conservation area. This view is not supported by the Council since whilst it has brought additional signage and road lines these do not conflict with the CA character as this is kept to a minimum and is necessary for safety reasons and so no amendments have been made.

29. Another resident responded to provide factual corrections which were made.

#### Kerry Avenue Conservation Area

30. Six responses were received about the Kerry Avenue CA. One local resident thanked the conservation team for our efforts stating also 'It is much appreciated especially since we are so keen to preserve this wonderful conservation area'.

31. Three local residents, one stating they represented 1-32 Kerry Court, responded to outline a problem and issue within the conservation area which is minicab parking because they use the area in Kerry Court and Kerry Avenue to dump rubbish including non-biodegradable items and use the area as a car park. It was stated that this is particularly true since the Station no longer allows the taxis to wait there and that parking restrictions are ignored and the traffic warden's efforts ineffectual. It was reported that the bin nearby is not cleared out enough. It was suggested that the non-conservation area areas be used for this parking instead by restricting commercial vehicles parking in the conservation area. It was also reported that it of concern that over the last 2 years there has been a vast increase in traffic parking in Kerry Avenue South and Kerry Court as they introduce rubbish and create an eyesore about the once pretty central green that lent the conservation area a 'boulevard' feel and also to the semi-circular green with its established trees on Kerry Court. It was stated that past efforts to suggest that this area might better be designated a discrete and separate parking zone are worthy of revisiting.

32. One of these local residents reiterated and expanded upon these complaints in two further responses. She stated when there is a Wembley event such problems worsen and fire engines and ambulances can't get it. The matter with the excessive parking has been ongoing since 2008, worsening over the last two years. This resident stated in her third response she was representing Kerry Avenue and Kerry Court residents. She stated that Kerry Avenue is designated a parking rank for different firms of taxis. It was recommended that Morecambe Gardens be used instead and that they be banned from the conservation area. Reference is therefore now made to

the volume of parking, particularly taxis, and the issue of litter as an issue within the CA and recommendations are made for managing this in consultation with Highways. This matter has been referred to them.

#### Old Church Lane Conservation Area

33. A representative of the Elm Park Residents Association responded to state that the new doorway proposed in a recent Listed Building Consent and Planning Application for safety reasons is inappropriate as this is the longest unbroken stretch of wall around. The Listed Building Consent application for this was determined in line with national and local listed building and CA policy and public consultation and is not a matter for this document. The president of the Stanmore Society responded to comment that he was not sure if the former park shelter was originally intended as Cow Sheds or just intended to mimic them.

#### Edgware High Street Conservation Area

34. One resident responded to state that the fruit and vegetable store on the corner of Edgware High Street and Whitchurch Lane has encroached out onto the pavement. This matter is already with the planning enforcement team and the importance of the open space in front of shops is already referenced in the draft document, so no amendments were made in this instance.

### **Current situation**

35. The SPD has been revised in line with the above feedback and comments used to strengthen the document. The full results of the public consultation and how these have been addressed in finalising the SPD are presented in appendix 2.

36. In addition to those above, two further changes were made to the document. One is that in response to a listing assessment by English Heritage, the Old Church Lane CA is now being extended to include the old coach house. This is because English Heritage's report of 11<sup>th</sup> October, 2013 concerning the proposed listing of the coach house stated that although it was not worthy of national listing, the building has 'group value' in relation to the Manor House and Gate House within the CA and is itself of local interest 'as a purpose-built inter-war garage and chauffeur's flat associated with the Manor House'. The second is that one more Article 4 direction is proposed now for number 147 Stanmore Hill. This would bring the planning controls for it in line with its neighbours to similarly protect features of interest, namely roof tiles, windows, front boundary treatment and its front garden.

37. Once adopted the Stanmore and Edgware Conservation Areas SPD will form a material consideration in the determination of planning applications both at planning committees and appeal proceedings. The SPD will also provide useful guidance to relevant Council departments when dealing with issues relating to Stanmore and Edgware Conservation Areas (CAs).

## **Legal Implications**

38. 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.

39. Although the proposed SPD is not a development plan document it will, upon adoption, be a material consideration in the determination of planning applications affecting the conservation areas.

40. The Council is required under the Town and Country Planning (Local Plan) (England) Regulations 2012 to consult on the SPD and to take into account all consultation responses received before adopting the SPD. Upon adoption, the Stanmore and Edgware Conservations Areas Supplementary Planning Document will form part of Harrow's formal planning policy.

## **Financial Implication**

41. The costs of adopting the SPD, and publishing it online is a relatively minor cost which can be adequately contained within the existing LDF budget.

## **Performance Issues**

42. Harrow has a total of 28 Conservation Areas across the borough. 20 of these (71%), currently have an up-to-date Conservation Area Appraisal and Management Strategy, and are afforded weight as a material planning consideration. The adoption of the Stanmore and Edgware SPD will add a further six conservation areas to this list, bringing the figure of CAs in active management by the Council up to 93%.

## **Environmental Impact**

Does the proposal comply with all relevant environmental legislation? Yes

43. 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.

44. However, for completeness, in the course of preparing the SPD the Council undertook a screening opinion on the SPD and consulted English Heritage who confirmed that a Strategic Environmental Assessment was not required.



## Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

## Equalities implications

Was an Equality Impact Assessment carried out? No

45. 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 supplements Policy DM7 of the Local Plan, which has already been the subject of a full equalities impact assessment at each formal stage in the policy's preparation.

## Corporate Priorities

46. The adoption of the Stanmore and Edgware Conservation Areas SPD contributes to the corporate priority of a fairer Harrow by ensuring the heritage assets within these six conservation areas are appropriately managed and conserved for future generations to enjoy and appreciate. It also brings these conservation areas into line with the management arrangements already in place for the Harrow on the Hill and Pinner conservation areas.

## Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 14 November 2013		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 15 November 2013		

## Section 4 – Performance Officer Clearance

Name: Martin Randell	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 12 November 2013		

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 12 November 2013		

## Section 6 - Contact Details and Background Papers

**Contact:** Lucy Haile, Principal Conservation Officer  
Tel: 020 8736 6101

**Background Papers:** 14<sup>th</sup> March, 2013 Cabinet Report on the draft Stanmore and Edgware Conservation Areas SPD  
<http://www.harrow.gov.uk/www2/documents/s104747/Stanmore%20Edg%20CA%20-%20SPD.pdf>

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies]</i>
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**APPENDIX 1**

Date received	Name	Consultation Response	Council Response	Conservation Area
17/06/2013 (by phone)	Benjamin Mire	<p>The Council has severely affected the appearance of Canons Drive and surrounding roads with the introduction of the CPZ with additional street furniture i.e. signage and road lines. This is doing far more damage to the longer term appearance of the estate than any building alterations. Either these should be removed or the Estate should be de-rated as a conservation area</p> <p>We have looked at the above document on line and would like to make the following comments:-</p> <p>Picture 2.8 — this is wrongly captioned as 1-4 Hillcrest — it actually shows 1-5 Pinnacles Place and Park House, all of which are listed.</p> <p>Para 2.25— states that the southern part of Green Lane “is not busy”. Green Lane is one of the busiest roads in Stanmore. There is currently a plan for traffic calming in the road which will entail road humps, speed tables and additional signing. The person in charge of this at the Civic Centre is Johann Alles.</p> <p>Picture 2.30—the small green at the junction of Green Lane and Stanmore Hill is now adopted and maintained by a volunteer group of residents of the conservation area which was in a neglected state due to lack of maintenance by the Council. It is much improved from the state shown in the picture. Much litter is cleared on both this and the Pinnacles Place Green by residents to keep it looking tidy.</p> <p>Para 2.31— what are the ‘commercial uses’ at the top of Green Lane that are mentioned? We know of no commercial uses there. Green Lane is purely residential.</p> <p>Para 2.35 —shops on Stanmore Hill do not survive very long, suffering as they do from low footfall and difficult parking conditions. In the latter case the Abercorn customers clog available parking at the top of Green Lane in the evenings to the detriment of the residents. During the day parking meters on Stanmore Hill (recently installed) are largely un-used as people park at the top of Green Lane for free.</p> <p>Pictures 2.41 and 2.48 —the turret on this building has plastic windows —how were these permitted to be installed?</p> <p>Picture 2.55— these are not Chart Cottages — they are Pinnacles Place</p> <p>2.58— Park House has one blind window not some.</p> <p>Pictures 2.67 and 2.81 are actually in a small side-road and are Park Cottages (there are 4 cottages in this small street) but they are not in Green Lane.</p> <p>Under the title ‘Maintaining Stanmore Hill’s Townscape and Built Character: Item j’ — refers to satellite dishes — we have letters dated 29 October 2012 acknowledging our enquiry regarding the placing of satellite dishes on the front of several of the Green Lane Cottages — we have heard nothing since.</p> <p>It would also be interesting to know what happened as a result of the Policy Statement of 14 October 2003 which already covered many of the same points as the current Supplementary Planning document. This has presumably been carried out by consultants at some cost to the Council.</p> <p>Unfortunately we will be away on 8 July so will not be able to attend the consultation at the library and we hope our comments are useful. For your information, we have</p>	<p>Whilst the controlled parking zone has brought additional signage and road lines these do not conflict with the CA character as this is kept to a minimum and is necessary for safety reasons.</p>	Canons Park CA
23/06/2013 (by letter)	Anne and Eric Morgan		<p>Factual corrections made. Unauthorised works being investigated by enforcement. The document was created in-house so costs were covered in existing budgets.</p>	Stanmore Hill CA

	<p>been residents here since 1976 and have seen the deterioration of the quality of life in Green Lane due to the increase of the traffic using the lane as a cut-through to avoid congestion in Church Road.</p>	
	<p>Dear sir, I refer to the above document Appendix 2 --Page 177</p>	
	<p>Specifically regarding the green space between Stanmore Hill and Green Lane:</p>	
	<p>The proposals are (paraphrased) Re-siting benches and introduction of substantial hedge and picket fence</p>	
	<p>Background--I would indicate that I am a member of a voluntary group who under Adopt-a-Bed scheme have maintained The Green for the last 2 years and would comment as follows: When we adopted this Green it was in a very neglected state due to mismanagement and neglect by Harrow Council over a number of years--this neglect is still being suffered today -viz the annual weeds which require considerable maintenance on a regular basis and for the foreseeable future (7 years of seeds in the ground!).</p>	
	<p>Re-siting Benches--one of our major problems is the incidence of general litter exacerbated by the lack of a rubbish bin (which has been requested on a number of occasions and not supplied by Harrow Council). This litter problem occurs with very limited pedestrian access onto the Green --- The re-location of benches will certainly increase this litter problem which will require regular clearing up and disposal by Harrow.</p>	
	<p>The re-siting of benches was discussed with Harrow Parks Dept. 2 years ago who agreed this would not be a good idea.</p>	
	<p>Introduction of substantial hedge and picket fence--The current Green is already delineated by a low but wide euonymus fortunei hedge which successfully separates the Green for perambulatory access from the pavement but concurrently does provide for a splendid spectra from the both Stanmore Hill and Green Lane. A high pyracantha hedge separates the end of the Green with Newsagent and the adjacent house.</p>	
	<p>The introduction of a high hedge and picket fence will effectively turn the Green into an enclosed space not visible from road and thus destroying the visual benefits and counter productively providing the ideal place for nefarious activities.( access is open 24 hours a day)</p>	
	<p>I would therefore object to the proposals contained in the Draft document</p>	
	<p>Our Proposals would be:</p>	
<p>24/06/2013 (email)</p>	<p>Rex Holmes</p>	
	<p>The revised draft omits reference to resiting the benches and changing the hedge and proposes consulting with Parks concerning ways to address litter and weeds, including the possibility of a litter bin and the possibility of some geotextile with bark chippings to suppress the annual weeds. This was put forward to Parks via email on 7<sup>th</sup> November, 2013.</p>	<p>Stanmore Hill CA</p>

		<p>-Supply of a litter bin to be sited adjacent to the existing seating (space already there) and regular emptying by Harrow</p> <p>-supply of some Geotextile to suppress the annual weeds</p> <p>-supply of bark chippings to disguise the textile</p> <p>In this way the Green can be enjoyed by all members of the Public</p> <p>yours faithfully</p>		
26/06/2013 (phone message)	Mrs Berwald	There is no crossing on Stanmore Hill beyond the library and Bushey Heath.	This is a safety issue and was reported to traffic by email on 7 <sup>th</sup> November, 2013.	Stanmore Hill CA
27/06/2013 (email)	David Cooper	<p>Just to say I'm also a volunteer for the garden at the top of Green Lane and agree with the points Rex has raised. Unfortunately I'm unable to attend the meeting, as I'm not home until after 7pm.....will these points be raised and discussed should any of the team be unable to attend?</p> <p>Kind regards</p>	See comments above.	Stanmore Hill CA
11/07/2013 (public meeting)	Mark and Mandy Blank-Settle	We consider our building (Woolombe Cottage) to not contribute to the Conservation Area's character - could the level of controls attached to our building be reduced in light of the fact that we do not have any original features or features in keeping with others in the area? * Green Lane is a rat run for traffic. Proposals for traffic calming put down by the Council run contrary to this. The proposals make one way at the north half and include speed bumps and speed limit signs. Then there are proposals to limit parking which could lead to Pay and Display parking which has already happened at the top off Stanmore Hill which is not very attractive.	<p>It important to retain the existing level of CA controls relating to this building since it is sited in the midst of the CA so it is very sensitive to any changes due to the impact this would have on the wider area. The proposed traffic calming for Green Lane is subject to a separate public consultation by the Council's Highways department. It is considered that measures proposed would preserve the character of the CA but these concerns have been forwarded to Highways.</p>	Stanmore Hill CA

11/07/2013 (public meeting)	Rex Holmes Mr Peretti of the Stanmore Society	<p>The proposal on the green for a higher fence where there is now a low hedge and to turn the seats around is undesirable. But we do need a bin by that seat. * Part way down Stanmore Hill next to the park was a studio for the house opposite. The person living in the studio recently died. If it was converted to a dwelling house it would not be in keeping with the area as there should be a lot of greenery here. * A residential house would not be in keeping because that is an open area and the pavement is quite narrow.</p> <p>There ought to be a limit to the height of trees so that views can be protected.</p>	<p>The proposals for the green are now omitted and this section has been amended to propose a new bin. There are currently no proposals in to redevelop the site of the Studio on Stanmore Hill but if and when they are submitted these would be judged on their own merits and there would be public consultation on this as part of the usual planning process. The general area is already referred to for the importance of its greenery within the draft document and therefore it is not considered necessary to make any amendments to the document in response to this consultation response.</p>	Stanmore Hill CA
11/07/2013 (public meeting)		<p>There is a not a symmetrical layout to the buildings as described within the Canons Park Conservation Area Appraisal along Powel Close in paragraph 6.33. Powel Close is spelt incorrectly in the document. See paragraph 6.33 and picture 6.23</p> <p>Unless the rules are applied for building conservation and trees the document is not worth it. We refer to the tree removal at 3 Rose Garden Close. We have concerns about the proposed garage at 6 Rose Garden Close. * We have concerns about the modern materials at 40 Canons Drive. We believe this should be refused and publicity maximised on making them rebuild. We are supportive of this document. * 6 Rose Garden Close is meant to put up a fence and vegetation. Water is now also leaking out from under the gabion wall to such an extent that our path around the lake is dangerously waterlogged. Something must be done by the property owner to address this problem. * 54 Canons Drive were meant to put wall back but are only just doing this. They have painted their drive black and a case should be created for this. * We are supportive of the Article 4 direction for windows. * 23 Dukes Avenue have a modern door and drive installed. * We would support an extension of the conservation area to include Cavendish and Dorest. * We should be on the Canons Park Estate Association consultation list.</p>	<p>It is not possible to impose a limit on the height of trees.</p>	Stanmore Hill CA
11/07/2013 (public meeting)	David Sassen		<p>The revised draft now omits reference to this.</p> <p>The importance of addressing unsympathetic, unauthorised works is recognised as the draft SPD states that unauthorised works will be referred to planning enforcement and it will be ensured that action is taken where appropriate. These unauthorised works have been referred to enforcement. The proposed extension of the CA is not considered appropriate since the buildings in these areas are not as of good or cohesive quality as those within the CA so would undermine the CA's value. They are already afforded some protection in any case by being within the CA setting. They have been added to the Canons Park Estate Association list.</p>	Canons Park CA
11/07/2013 (public meeting)	Robert Graham and Myra Stephens			Overarching SPD and the Canons Park CA

11/07/2013 (public meeting)	Mr Levene	<p>The grass on Little Common is not being cut. Stones are hidden, posts are on the floor and concrete is sticking up. They do not sweep up the grass and do not use a small mower just strimmer. *The Cottage facing the main road had a poor planning decision with rooflights being allowed but a dormer not.</p>	<p>The grass cutting issue was reported to parks on 15th July 2013. Question of the posts included in the CAAMS. Justification for each planning decision is provided within the planning report for each case available via the Harrow planning webpages at <a href="http://www.harrow.gov.uk/planning">www.harrow.gov.uk/planning</a> once the address has been entered into the search engine.</p>	Little Common CA
11/07/2013 (public meeting)	Carole Lis of the Elm Park Residents Association	<p>* For Bernays Gardens a new doorway in the wall to the park is proposed for safety reasons. I would object to this as this is the longest unbroken stretch of wall around. * For Wood Farm we fought this proposal but it was overturned by the planning inspectorate. It is on Green Belt land. * Think urban townscape garden near to the conservation area should be the Wood Lane treatment of wild flowers. * Towards Cloisters they have taken a low picket fence from Cloisters Wood and replaced it with tall fences. * Alf Porter the ex-Chairman of Stanmore and Harrow Historical Society says that at Edgware High Street Conservation Area on the corner of Whitchurch Lane there is a fruit and vegetable store that has encroached out by installing a stall serving kebabs * At the back of 4 Elm Park they have converted windows backing on the conservation area and built a 2 storey garage.</p>	<p>The Listed Building Consent and Planning Application for the new doorway in the wall to Bernays Gardens has already been determined. Similarly the proposal for Wood Farm has already been approved. The importance of addressing unsympathetic, unauthorised works is recognised and so the overarching SPD states that unauthorised works will be referred to planning enforcement and it will be ensured that action is taken where appropriate. The unauthorised works have been referred to enforcement or have been dealt with under separate planning applications.</p>	Old Church Lane Conservation Area, Edgware High Street Conservation Area, Little Common CA
11/07/2013 (public meeting)	Tony Raymond - President of the Stanmore Society and Chairman of the Harrow Environmental Forum	<p>* Made a specific request for a copy of the document. * Paragraph 6.1.1.3 Green Lane is used as a rat run. With the proposed new supermarket this is a disaster waiting to happen. There is no need for another supermarket. * At the top of the hill with the new RNOH redevelopment. This is proposing to move the entrance into Wood Lane. This would increase traffic to unmanageable levels. The entrance should stay in Brockley Hill. * At the bottom of Stanmore Hill the traffic lights are badly arranged. Can the Council use their influence to improve this?</p>	<p>A paper copy of the document was provided. Reference has been made to the traffic issue along Green Lane in section 2.25. Comments on the individual planning case for RNOH was referred to the relevant case officer. The proposed supermarket would be assessed on its own merits in relation to its affect on the setting of the CA. That the impact on the setting of the CA is a matter for consideration and guidance on how to consider this is already covered by section 2.4.6. The possibility of rearranging traffic lights at the bottom of Stanmore Hill was discussed with Traffic but is not an issue for the CA.</p>	Stanmore Hill Conservation Area and Little Common CA

11/07/2013 (public meeting - in person)	Mrs Delys Ronson - Hill House	Can Hill House be de-listed? Can alterations be done? Trees in the garden overhang her garden. Is Stable Cottage in a conservation area? Where can funding for repairs be received?	An explanation was provided as to how to apply to de-list the building but that it was unlikely to succeed. In terms of tree queries she was referred to our tree officer. An explanation of the sources of funding was provided.	Stanmore Hill CA
11/07/2013 (public meeting - in person)	Maxine Ferrar	* The Abercorn - parking is very bad around there. There is consultation for double yellow lines going on further down the hill. * Street cleaners have been taken away from Stanmore shops which is a very shop term view to take this away as keeping them there shows the council is doing something.	Reference is now made to the parking as an issue near the Abercorn and a suggestion for addressing this is made. The matter of street cleaners was reported to street cleaning.	Stanmore Hill CA
			Specific reference is now made to potholes as an issue but it is clarified that the land in Little Common which has potholes is not owned by the Council. The paths crossing the Common are the responsibility of the Council but the gravel drive is excluded from the Common Land area and is unadopted land. The Council therefore does not have direct responsibility for the drive and care falls to all users (including the council). The Council is one such individual but has no more responsibility than any other of the circa 30 other users. To resolve the potholes therefore the matter is stated to need to be one that is discussed between all users. It is mentioned though that, on a non prejudicial basis the Council undertook remedial works to Little Common last year to alleviate the pothole issue at that time but there needs to be discussion as to the ongoing maintenance. The issue of signposts is already addressed by the draft document in section 1.115 and guidance section 1.145 so no amendments have been made in response to this consultation response, although it has now also been referred to Highways. The matter of the stolen picnic table is now included in the document where it is stated this is being replaced by the Council as part of the	Little Common CA
11/07/2013 (public meeting - in person)	Tony Etherton of the Little Common Residents Association	Little Common - Stanmore A conservation area under the protection of the London Borough of Harrow. Issues: * potholes in gravelled areas * redundant signposts * more signposts than the M1 * Foul smells from Raw Lasan Restaurant - ongoing problem for years * New hand car wash in car park at Raw Lasan * Scout hut has been broken in to. It has been derelict for years. * There has been no action from the Council on an application to use the Scout Hut as an Arts Centre * A picnic table has been stolen from around the ponds and still not been replaced. It was on the far side near the rugby club. * Permanent problem with cars parked around Little Common - request for yellow lines * More and more satellite dishes are going up * Concrete posts are missing from the grassed area outside Raw Lasan restaurant - request for new ones. * Grass cutting is not well organised.		



		<p>Green Grid project. It has been reported to Parks. Smells at the restaurant is an ongoing issue with Environmental Health. Reference is made to the Scout Hut as an issue within the document and the matter reported to Property Services. The parking issue has been reported to Highways and Parks. Specific reference is now made in the document along with considerations that would be required for resolving the issue. Satellite dishes are now referenced as an issue and it is stated that unauthorised works will be referred to enforcement. The grass cutting matter has been reported to Parks. The missing concrete posts are now referenced as an issue along with the recommendation that they be replaced. Grass cutting has been reported to Parks</p>	
<p>11/07/2013 (public meeting - in person)</p>	<p>Ann Bilten</p>	<p>A separate consultation is being held by Highways over the proposed parking controls near Green Lane and so such responses have been forwarded to them. Management of the green space at the top of Green Lane has been identified as an issue in the draft document as are suggested ways to maintain this area which have been reported to Parks via email on 7<sup>th</sup> November, 2013.</p>	<p>Stanmore Hill CA</p>
<p>11/07/2013 (public meeting)</p>	<p>Barry Dancer</p>	<p>* There are no yellow lines for local residents apart from the local school which is a good thing but current proposals would add to this. * The grass at the top of Green Lane is not being cut. * The mini-cab company in Stanmore Station has been thrown out. They now park in Kerry Avenue and urinate on the land and leave their rubbish out. For 2 hours of the day parking restrictions say that they can't park there but the Parking Wardens say that they can't write a ticket as they go away straight away but do not understand this - why can't they issue a ticket? Complaints go to Andy Applebee. A complaint has been made to Councillor Hussain. Residents propose a sign on the existing saying no commercial or business parking can be there. * The roads become a cut through. Couldn't Glanleam and Valencia Roads be part closed to prevent this. Along Kerry Avenue rather than being two ways it should be closed on one side to make it safer.</p>	<p>Kerry Avenue CA</p>

<p>11/07/2013 (public meeting - written and photographic submission)</p>	<p>Marcea Kuperberg, Lesley de Meza representing 1-32 Kerry Court) and Evelina Huang</p>	<p>Written submission: Minicab parking is detrimental to the Conservation Area because: While waiting for fares, these cars now use Kerry Court/Kerry Avenue as a dumping ground and private parking lot. 1. Rubbish/litter is dumped by parkers in Kerry Court and Kerry Avenue e.e. packaging from 'take-away' food including non-biodegradable Styrofoam), drinks cans, plastic bottles, crisp packers, sweet wrappers, cigarette butts, miscellaneous litter when the drivers clean out the inside of their vehicles. 2. This littering has greatly increased since minicabs working for Jubilee Cars, office at Stanmore Station, have been ousted from the station forecourt. The bin placed in Kerry Court by the Council has been ineffectual and is not cleared frequently, nor sufficiently regularly. 3. These Jubilee minicab drivers park here regardless of the restrictions. When the traffic warden arrives on his motor bike, drivers often exchange a joke/word with him - occasionally moving off for a minute - returning as soon as the traffic warden has gone. This attracts other parkers. 4. The minicabs add to the eyesore of other parked cars in this precious conservation area - the situation is exacerbated when there is an event in Wembley. (Wembley Park Station is only 4 stops from Stanmore on the Jubilee Line). 5. Minicabs could just as easily park in nearby non-conservation areas that comprise Zone H - where their presence would not be so detrimental to local residents or the area in general. Solution: A cheap and easy answer: Photographic (mock-up) example provided: A small additional plate added to each of the existing sign posts in Kerry Court and Kerry Avenue could ensure these commercial and private hire vehicles are banned from parking in this conservation area. <b>NOTE: it is of concern that over the last 2 years there has been a vast increase in traffic parking in Kerry Avenue South and Kerry Court. Quite apart from the rubbish these vehicles (including the minicabs) deposit creating an eyesore in the area - they also represent a log jam of vehicles in and about the once pretty central green that lent the conservation area a 'boulevard' feel and also to the semi-circular green with its established trees on Kerry Court. This is now largely lost - and past efforts to suggest that this are might better be designated a discrete and separate parking zone are worthy of revisiting. If one wishes to retain and maintain the conservation area in a sympathetic manner, real efforts should be made to keep it clear of unwanted traffic congestion and the detritus and disrepair that this brings.</b></p>	<p>See comments above. In terms of the request that Stanmore Station has a lift - this is not a matter for this draft document but has been referred to TFL.</p>	<p>Kerry Avenue CA</p>
<p>11/07/2013 (public meeting - in person)</p>	<p>Marcea Kuperberg</p>	<p>There is bumper to bumper car parking and when there is a Wembley Event you can't get up Kerry Avenue because of the parking. Fire engines and ambulances can't get in. This is exacerbated by the mini-cabs. Jubilee cars used to be around the station car park but they have now been ousted. Now they are parked opposite Kerry Court and Kerry Avenue. They disregard parking restrictions and picnic there, litter and cigarettes, crisp packets, bottles and non-biodegradable litter. The litter bin is not emptied. Why can't they park elsewhere? We pay for permits and taxes so we have more rights to be there as residents. * Zone H was increased against residents' wishes. Why can't there be a sign there and make Kerry Avenue and Kerry Court a separate zone. This matter has been ongoing since 2008 but it has got worse in the last 2 years given out of borough drivers and more drivers generally. They are effectively running a business out of a conservation area which is not right and does</p>	<p>See comments above. The litter bin not being emptied has been referred to the waste department.</p>	<p>Kerry Avenue CA</p>

		not preserve the character of that conservation area. There is more time spent talking to the drivers than booking them.		
26/07/2013 (email)	Jacob Levy	<p>Dear Lucy</p> <p>May I also take this opportunity to thank you for your efforts. It is much appreciated especially since we are so keen to preserve this wonderful conservation area.</p> <p>Regards Dear Lucy,</p> <p>Thank you again for taking note of our great concerns re the conservation aspects of the Kerry Avenue Conservation area and for forwarding our concerns to relevant people in the Council. We very much wish to work with you to try to preserve what could and should be a unique and beautiful gem in the heart of Stanmore. Unfortunately, as you know, Kerry Avenue and Court have become little more than a rubbish dump and parking lot for bumper-to-bumper parkers and minicab drivers.</p> <p>For your information, since the Council purple van with cameras attached to its roof, has been parked at the beginning of the morning restricted hour, 10.00 a.m. to 11 a.m. minicabs have vanished for this short period, returning at 11 a.m. promptly - one look at the Harrow van is enough for them (unlike the quick 'pass by' of the traffic warden on his bike after which they return within minutes if leaving at all). Of course, this can only be a very short term measure.</p> <p>We have discovered that it is not only minicabs working for the Jubilee Car office at Stanmore Station (although this constitutes the majority of cab parking). We have been informed by Jubilee that there is another minicab company that has a contract to pick up passengers from the Royal Nat. Orthopaedic Hospital on Brockley Hill (outside Zone H), which has instructed its drivers to park in Kerry Avenue as a 'wait-for-a-fare area' (!). Also black cabs have informed us that Kerry Avenue is a designated black cab parking rank as well!</p> <p>If the Council is genuine about trying its best to preserve this precious conservation area, and we believe it is - in view of the restrictions it places on current building/decoration aspects of modernist homes within this area - we find it extraordinary that hire cars and taxis are allowed to use this area in this way, both within and outside the restricted times. This is even more extraordinary when one considers that nearby Morecambe Gardens is usually empty of cars when Kerry Ave/Ct, is nearly full. Please see evidence in photos attached. In the photos it can be seen that Kerry Avenue is even more full within the restricted time than Morecambe</p>	N/A	Kerry Avenue CA
26/07/2013 (email)	Marcea Kuperberg		See comments above. In terms of banning taxis from the conservation area it is noted that this is not possible according to Highways.	Kerry Avenue CA

Gdns is, outside the restricted time!

Morecambe Gardens is not a Conservation Area, it does not have houses which front the road and are disturbed by parkers, it is as close as Kerry Ave/Ct to the Station (but not as obvious). Surely this would be an ideal area for the Council to designate as a Taxi Cab rank for minicabs working for Jubilee Cars or other companies (and black cabs). The rank would then operate as other ranks do in central London i.e. cars take their places on a first come/first served basis, moving up the rank in line when the first car moves out. In these circumstances, mini cabs and taxis should be barred from parking at all times in the Kerry Avenue Conservation Area.

For your further information I attach two photos taken within 20 minutes of each other, showing parking in Morcambe Gardens (one or two cars) and Kerry Avenue (nearly full). Again, note that Kerry Avenue has more cars despite the photo being taken inside the restricted time than Morecambe Gdns has, taken outside the restricted time.

We urgently ask for your help in instigating a proper parking area for minicabs and taxis in Morecambe Gardens after which time, banning them at all times from the Conservation area of Kerry Avenue/Ct.

We look forward to hearing from you.

Kind regards

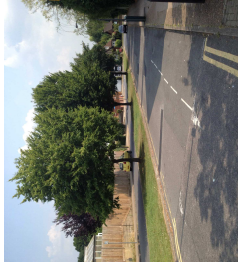
Marcia Kuperberg on behalf of Kerry Avenue and Kerry Court residents.

Photo of Kerry Avenue taken at 3.52 p.m. on Wednesday 17 July 2013.

Note that this shot has been taken *inside* the afternoon parking restriction hour.



Photo of Morecambe Gdns taken same day, 20 minutes later, *outside* the afternoon parking restriction hour – 4.12 p.m. virtually free of cars. **We propose that part of this road be designated a general cab parking rank after which time cabs and minicabs be banned at all times from parking in the Kerry Avenue and Kerry Court Conservation area.**



<p>26/07/2013 (email)</p>	<p>Nick Bishop, English Heritage</p>	<p>Thank you for consulting English Heritage on the draft Stanmore and Edgware Conservation Area Appraisals for the LB Harrow. As the Government's adviser on the historic environment English Heritage is keen to ensure that the protection of the historic environment is fully taken into account at all stages and levels of the local planning process. We welcome production of this SPD which will assist the borough in conserving and managing the conservation areas concerned.</p> <p>Having reviewed the document we wish to make the following observations: Page 8 (paragraph 3.1.2.1) – the National Planning Policy Framework defines settings as “the surroundings in which a heritage asset is experienced.” Impacts on settings, for example, development in open space immediately surrounding conservation areas, should be managed based on an understanding of the contribution made by the setting to the conservation area's significance, as set out in English Heritage's Guidance on the Setting of Heritage Assets. To reflect this we suggest altering paragraph 3.1.2.1 as follows: A conservation area's setting often contributes to its architectural or historic interest and as such development within the setting will be expected to respect its qualities and special interest. The setting is defined in the National Planning Policy Framework as the surrounding in which a heritage asset is experienced. This can include, for example, usually land which obviously bounds the conservation area or but the setting may also include areas not immediately adjacent but areas further away that impact on views into or out of the area. Where the setting can be described as open space this is likely to offer protection to the conservation area and therefore development may not always be appropriate in areas where this is the case. Open space forming the setting of conservation areas can often make a contribution to their historic significance and development in such areas may therefore be inappropriate.</p> <p>Page 30 (paragraph 6.3.2.2) – it should be noted that conservation area consent is to be merged with Planning Permission once the Enterprise and Regulatory Reform Act comes into force.</p> <p>Strategic Environmental Assessment Screening Opinion Page 6 (paragraph 2.3.1) English Heritage confirms that a Strategic Environmental Assessment (SEA) of this Supplementary Planning Document is not required since the document supplements policies which have already been subject to SEA.</p> <p>Conclusion</p> <p>We hope that these comments prove useful in strengthening the SPD. In the meantime we would like to stress that this opinion is based on the information provided by you. To avoid any doubt, this does not affect our obligation to provide further advice and, potentially, object to specific proposals, where English Heritage consider it appropriate to do so.</p>	<p>The references to the setting of CAs has been amended in line with English Heritage's comments and reference to Conservation Area Consent has been omitted.</p>	<p>Overarching SPD</p>
<p>August 2013 (via Objective)</p>	<p>Marcea Kuperberg</p>	<p>The environment of the Kerry Avenue conservation area is currently badly affected by the commuter and especially minicab parking - bumper to bumper around the Kerry Avenue Island and Kerry Court. Rubbish is thrown onto road &amp; island. Existing restrictions have no effect on minicabs who are awaiting fares from both the Jubilee</p>	<p>See comments above.</p>	<p>Kerry Avenue CA</p>

Car office at Stanmore Station. The council should designate a minicab & taxi rank at Morecambe Gardens, a non conservation area. Also Zone H was extended to reach as far as Canons Corner causing additional commuter parking in K, Avenue. Kerry Avenue & Court should be a separate Zone with separate parking restrictions limited to residents only, minicabs banned from parking at all times.

#### 6.1 transport

Traffic in the Kerry Ave conservation area has increased a great deal in the last 5 years - caused by minicabs no longer being allowed to park in the Stanmore Station forecourt. Instead they park at all times of day and night around the Kerry Avenue Island, causing detriment to his precious conservation area by their encouragement of additional parking and the rubbish they dump while waiting for fares from their office at Jubilee cars.

Cars regularly park at the Station end of Kerry Avenue, on the double yellow lines while waiting to collect people from the Station - causing lack of visibility to cars approaching from both sides of Kerry Court and both sides of Kerry Avenue - a very dangerous traffic hazard.

#### 6.1.3

Stanmore Station should have a lift. This is desperately needed for those with physical disabilities. It is no good arguing that there is another route via the car park, or up the lesser steps at the side, as this is useless for wheelchair users and it is ridiculous to have to telephone (who?) to be able to get access. Kingsbury Station was given a lift, whereas Stanmore, the nearest station to RNOH has no lift!!!!

Parking and especially minicab parking is a visual eyesore in the precious conservation area of Kerry Avenue and has caused this area to be a car & minicab parking lot and rubbish dump.

#### 6.2 Views

The Kerry Avenue Conservation area is a precious gem in the heart of Stanmore, but is currently ruined by bumper to bumper parking of commuter cars and especially minicabs which have been moved from the forecourt of Stanmore Station. A minicab & taxi rank should be installed in nearby Morecambe Gardens, a non conservation area as close to the Station as Kerry Ct/Ave, and minicabs & taxis should then be banned from Kerry Ave Conservation area.

#### 8.2 Dev Overview

If the Council is really serious about maintaining the special character and layout of the beautiful and unique character and road layout of the Kerry Avenue Conservation area, it should finally do something to reduce the bumper to bumper commuter and especially increased minicab/taxi parking around the Island which is currently a car park lot and rubbish dumping ground for minicabs and commuters.

#### 8.4 maintaining Greenery

Kerry Avenue has a beautiful central island of grass and trees which is being totally spoilt by the bumper to bumper car parking and minicab parking with consequent rubbish dumping onto the island. Kerry Avenue and Kerry Court should be a separate zone. Minicabs should be moved to a designated minicab rank to be placed in Morecambe Gardens which is as close to Stanmore Station as Kerry Ct/Avenue.

14/07/2013 (email)	Rex Holmes	<p>Thank you for seeing me on Thursday in the presence of the Chairman of the Stanmore Society.</p> <p>I was pleased to see that the proposal, referred below, to enclose The Green at the junction of Green Lane and Stanmore Hill was unlikely to proceed.</p> <p>You also noted that we, as volunteers have been requesting a bin to be sited on the vacant space adjacent the bench and that you would try to facilitate.</p>	<p>The amended draft recommends a bin is installed here.</p> <p>The draft has been amended to clarify that an Article 4 Direction cannot require permission for removal of a chimney but can do for alterations to one. Also, since it is acknowledged that Lake View is so altered it is not proposed to introduce this Article 4 direction on this road. However, chimneys are still a common feature of the Tudor Revival and Vernacular Revival houses elsewhere and therefore it is still proposed to introduce the Article 4 Direction for these, with the exception of the property on Rose Garden Close which is of Modernist design and so has no chimneys. The hardfacing control is an existing control that has been in place since 1988 and has helped to preserve the character of the conservation area. For those driveways that have no soft landscaping left, encouragement can be given for some to be introduced in future. Recent appeal decisions support the importance of this Article 4 direction. Therefore it is not considered appropriate to remove this.</p> <p>Outlined the procedure for putting forward buildings for listing to the owner.</p> <p>A preference for dormers over rooflights is not expressed in the draft document since it is considered that either can be appropriate depending on circumstances and this view is</p>	Stanmore Hill CA
22/07/2013 (email)	Darren Simons	<p>Hi,</p> <p>Thank you for the opportunity to respond to the Stanmore and Edgware Conservation Area Supplementary Planning Document</p> <p>As a resident of Canons Park Estate I fully support the importance of conservation and the avoidance of modifications and extensions that do not sit with the existing layout. However, I do think there needs to be more segmentation given to different parts of the estates.</p> <p>Referring to specific points in the Appendix 6:</p> <p>6.111 - Removal of chimneys - this makes sense for Canons Drive but less so for houses on streets off Canons Drive (such as Dukes Avenue, Lake View, Rose Garden Close, where the building styles vary considerably. There is a house in Rose Garden Close which is, I think, art deco in design and completely different to the rest of the estate, far more so than chimneys. Mention is given in various parts of the document (notably 6.118) that Lake View has had considerable replacement work over time and I would suggest chimneys be included in this exception.</p> <p>6.134 - Driveway paving - again, this makes sense for Canons Drive but not Lake View which already accommodates a number of cars and in many cases (especially on the north eastern side of the middle section) has no grass area at all. Section 6.95 refers to this but I think it should be detailed in 6.134 as well.</p>	<p>Request for the council to put forward their building for national listing.</p> <p>Dear Sir</p> <p>I am writing to comment on the above document.</p> <p>I am a resident of the Canons Park Estate, and the Chairman of the Canons Park Estate Association (CPEA), and I have therefore focussed my attention on Appendix 6 which cover the Canons Park Estate Conservation Area.</p>	Canons Park CA
30/07/2013 (letter)	Dr Ronald Cormack			Little Common CA
29/08/2013 (email)	Robert Graham			Canons Park CA

I am broadly in agreement with the Management Proposals (see Section 6.4.2) in relation to each of the problems identified in the document (see Section 6.3.2), but I would make the following comments:

Loft Conversions – If a loft extension is permitted I would generally prefer dormer windows rather than flat roof lights or "Velux" windows, which I would suggest are generally completely out of character. I entirely agree that the dormer windows should not be too large and that "boxy" roof extensions should be avoided at all costs.

Windows – I agree that existing windows should be used wherever possible. Where uPVC windows are used that should be of a classic design to blend in as far as possible with the materials used in the original construction of the property. The use of double glazed units within original (or replacement) wooded frames should be encouraged as an alternative to uPVC.

Front Door – I agree that replacement front doors should match the material and design of the original property. The use of plastic / uPVC front doors with inappropriate modern door furniture should be prohibited.

Garage Doors – The replacement of garage doors is discouraged by implication in the document (with the exception of Lake View). I don't have a problem with the garage door being replaced, given the unsuitability of most of the original garages on the Estate due to their small size, as long as the look of the windows and materials used to replace the doors is sympathetic to the look and feel of the original property. It seems to me that the insistence on retaining the doors even when the garage has been converted to a room is unnecessary.

Driveway paving – I entirely agree that the maximum amount of soft landscaping should be retained. I would however disagree with the colour to be used on the hard surfacing (see section 6.5.11) should generally be "grey, light or natural colours". I think it depends on the tone of the brickwork. Where the brick work has a strong reddish tone, pink or red paving could be more effective. I do however ever agree that in almost all circumstances red, bright or black surfacing would be inappropriate. I would also make a further point in relation to the proposals regarding the bricks and roof tiles used in the construction of extensions in the Conservation Area. I believe there should be a presumption against the use of modern bricks or roof tiles. In almost all cases, the use of old stock bricks or original clay roof tiles would be more appropriate. Modern so-called "heritage" products should not be considered as a suitable replacement – they usually just look like modern products that are meant to look old.

I would however like to make a more general point about the proposals which is equally applicable to the current Conservation policy.

The Canons Drive Estate is indeed an outstanding area of architectural interest in Harrow but the features that make it so unique will only be preserved if the Council actually enforces its policies. There are too many examples of properties on the Estate where the Conservation rules have been ignored and the Council has demonstrably failed to take any action to enforce the relevant planning restrictions. I have attached photographs of some recent examples:

<<2 Lake View.jpg>>

presented and justified. The document does not preclude the use of UPVC but simply provides guidance that like for like replacement is encouraged. The document allows for replacement of garage doors but encourages the original and traditional style to be maintained where possible. The comment that red or pink driveway surfaces can be appropriate is accepted. The guidance allows for this by stating that usually this is inappropriate though as it can clash or compete for attention with the house. The importance of addressed unsympathetic, unauthorised works is recognised and so the overarching SPD states that unauthorised works will be referred to planning enforcement and it will be ensured that action is taken where appropriate.



2 Lake View

- Excessive hard surfacing

<<5 Dukes Avenue.jpg>>

5 Dukes Avenue

- Excessive hard surfacing

<<3 Chestnut Avenue.jpg>>

3 Chestnut Avenue

- Excessive hard surfacing

<<6 Powell Close.jpg>>

6 Powell Close

- Replacement property on grander scale than the original. Large dormer window.

<<60 Canons Drive.jpg>> <<62 Canons Drive.jpg>> <<54 Canons Drive.jpg>>

54, 60 and 62 Canons Drive

- Replacement properties on grander scale than the original. Large dormer windows.

<<18 Lake View.jpg>>

18 Lake View

- Use of inappropriate materials that do not match with the original brickwork.
- Excessive hard surfacing
- uPVC windows

<<40 Canons Drive.jpg>>

40 Canons Drive

- Use of modern bricks and roof tiles which do not match the original construction (NB This is currently the subject of a retrospective application for planning permission).

<<23 Dukes Avenue.jpg>>

23 Dukes Avenue

- Replacement of garage doors with inappropriate and unsympathetic materials.
- Application recently refused for excessive hard surfacing.

Unless or until the Council actively enforces its Conservation policies and sends a message to house owners that applications for planning permission will not be approved unless they are strictly in compliance with the restrictions.

Too often planning applications are submitted (and approved) on a retrospective basis – especially for hard surfacing – after the event an too often these applications are just nodded through. The Council needs to make a statement by forcing a householder to reinstate a soft surface, or replace roof tiles, to make it clear that breaches of policy will not be entertained.

I hope this is helpful. Please let me know if you wish to discuss this further. My contact details are below.

Yours sincerely

Via Objective	Dr Michael Fenster	<p>6.1.1 It is odd that the document comments on Green Lane, Stanmore, but not on Wood lane. Wood lane also suffers as a rat run as traffic avoids the congestion in Stanmore town centre, and at canons Corner, and the planned siting of the main entrance of the new RNOH on Wood lane will contribute to the increase of traffic on both Wood Lane and Green Lane</p> <ol style="list-style-type: none"> <li>1) Paragraph 3.1413 Relating to the obelisk. This is in the RNOH site. 31416 talks about an ancient monument and the redevelopment of the RNOH. This should not affect the Brockley Hill Settlement. SULLONICAE. The RNOH has much more significance to the obelisk contained in 31414. The Obelisk is towards the middle of the RNOH grounds.</li> <li>2) P28. paragraph 6111 mentions in 5<sup>th</sup> line down mentions Honeypot Lane this should be Marsh Lane. Further down that paragraph it mentions Honeypot Lane which is correct.</li> <li>3) P.29 6132 Stanmore Station and the DDA but it may be worth mentioning that it is not DDA compliant.</li> <li>4) P.31 6341 says grills but it should grilles.</li> <li>5) P.34 paragraph 671 it says former mission hall and scout hut.</li> <li>6) P.63 Paragraph 113 Domesday is the correct word.</li> <li>7) P.74 onwards. Where Summerland appears it should be Summerhill</li> <li>8) P.77 Paragraph 159 top of the page. The whole site has been sold off and ten houses will be erected there and the rest of the land will be an extension of Stanmore Country Park. This will make it accessible green belt. Across London to the Downs. Two old cottages in Pear Wood falling down</li> <li>9) P211 Bernays Gardens in Old Church Lane CA. This mentions the Cowsheds and the shelter. Not sure if it was just meant for cows or just a park shelter. Now sold off.</li> <li>10) P98 section 1.141 it mentions the Stanmore Association it should be the Stanmore Society</li> <li>11) Unsure if the cow sheds were originally intended as cow sheds or just intended to mimic them.</li> </ol> <p>The rest I agree with. It is an extremely useful document.</p>	Reference is now made to Wood Lane as well as Green Lane in this context.	Overarching SPD
31 <sup>st</sup> October, 2013	Tony Raymond, President of the Stanmore Society		Factual errors corrected and minor additions made.	Overarching SPD and Little Common CA

**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Locally Listed Buildings Supplementary Planning Document
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Portfolio Holder:</b>	Councillor Stephen Greek, Portfolio Holder for Planning, Development and Regeneration
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1: Schedule of Consultation Responses to the draft Locally Listed Buildings Supplementary Planning Document  Appendix 2 – Recommendation from the LDF Panel  <b><i>Appendix 3: Locally Listed Buildings Supplementary Planning Document for adoption – Due to the size of the appendix, it has been circulated in hard copy to Cabinet Members and Key Officers only. The appendix is available for viewing on the website and a hard copy has been placed in the Members' Library</i></b>

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

This report proposes the adoption of the Locally Listed Buildings Supplementary Planning Document (SPD) to aid owners and occupiers of these buildings to conserve these important heritage assets to Harrow.

### **Recommendations:**

Cabinet is requested to:

- a) Note the representations received to public consultation on the draft Locally Listed Buildings SPD, provided at Appendix 1, and Council's response to the individual comments made.
- b) Note the LDF Panel recommendations at Appendix 2 and the amendments made to the SPD in response to the recommendations as set out in the body of this report.
- c) Adopt the Locally Listed Buildings SPD attached as Appendix 3.

### **Reason: (For recommendation)**

1. To afford weight to the SPD as a material planning consideration.
2. To set out best practice guidance and advice to the owners and occupiers of locally listed buildings to acknowledge the contribution these buildings make to Harrow's character and to promote the continue preservation of these significant local heritage assets.

## **Section 2 – Report**

### **A. Introduction**

1. At the request of the Local Development Framework Panel, at its meeting of 15 March 2011, a supplementary planning document (SPD) on locally listed buildings was prepared and subsequently published for public consultation. Following the close of consultation, the SPD has been the subject of further revision to take account of the comments received and the recommendations of the Local Development Framework Panel of its meeting of 3rd October 2013. It is recommended that Cabinet now proceed to adopt the revised Locally Listed Buildings SPD for use as a material consideration when determining planning applications affecting locally listed buildings.

## **Options considered**

2. The option of taking no action was considered as an alternative. However, it was recognised that not providing the guidance note on good practice for the conservation and maintenance of locally listed buildings may put these heritage assets at risk. To ensure that the guidance note carries status as a 'material consideration' in planning decisions it is considered necessary to adopt it as a supplementary planning document, so publication of the guide as an informal document can also be discounted.

## **B. Locally Listed Buildings**

3. A Locally Listed Building is a building, structure or feature which is important in the local context due to its architectural or historic interest or its townscape/group value. Harrow's current Local List has over 700 entries. However, there is currently little local advice to owners of locally listed buildings about what this means for their property and the Council's expectations of any planning application for extensions or alterations, yet the Council receives many enquiries from the owners and occupiers of such buildings. Following the LDF Panel meeting on 15th March 2011, officers have therefore prepared a draft SPD on locally listed buildings which has been out to 4 weeks of public consultation. The SPD will supplement the development plan policies relating to locally listed buildings.

4. The purpose of the SPD is to provide good practice advice for owners and occupiers of locally listed buildings for their maintenance and conservation when making decisions that affect their future, and also on the relevant planning controls. This is important as the purpose of locally listed buildings is to ensure that their special local heritage interest is recognised, and therefore taken into account, in decisions affecting their future wherever possible.

## **C. 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 18<sup>th</sup> July 2013 and closed on 22<sup>nd</sup> August 2013.

6. The consultation was undertaken in accordance with Council Statement of Community Involvement and included:

- A public notice in the Harrow Observer newspaper;
- Letters to English Heritage and local groups;
- Letters to all owners of Locally Listed Buildings within Harrow;
- 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.

## **D. Outcome of the Consultation**

7. There were a total of **13** responses to the consultation. These are reproduced in full, alongside the Council's response, in the Schedule of Consultation Responses at Appendix 1 to this report. The main issues raised are summarised below.

8. Of those who commented, two raised objections to the draft SPD, whilst six respondents outlined their support for the document, with a number of these offering comments on areas for improvement and corrections. Three respondents requested their locally listed building be removed from the local list. The remaining two respondents sought further details on the consultation being undertaken but did not offer further views on the draft.

9. The main objection to the draft SPD was that it was perceived to elevate the status of a locally listed building to that of statutorily protected heritage assets. The introduction to SPD has therefore been amended to clearly distinguish between the legal and planning status of a locally listed building, compared with that of a Listed Building, and the main body of the text has been amended to remove reference to national policy primarily applicable to the conservation of statutory heritage assets.

10. A further objection was that the guidance provided was bias towards the preservation of the traditional/original fabric of locally listed buildings at the expense of the health and wellbeing of occupants. The SPD is intentionally written this way given the contribution these buildings make to local character and distinctiveness and their importance to Harrow's built heritage. However, in light of the comments received, the SPD was amended to acknowledge that it is a balance and, where necessary for the habitability of the dwelling, to ensure the guidance aids owners and occupiers to make informed decisions as to the suitability of proposed replacements and alterations.

11. A number of respondents helpfully pointed out factual errors and the incorrect labeling of photographs, which have now be amended. One of respondents queried the purpose of the SPD. In response, the introduction to the SPD now includes a clear statement of the purpose and aims of the SPD. One further respondent, who supported the SPD, felt a clear statement was required to clarify that, although a building is locally listed, this does not necessarily mean that all of the building is of architectural or historical interest. This is factually correct and therefore a statement to this effect has been added.

12. One requested reference to the use of solar panels on front elevations of locally listed buildings as being unlikely to be acceptable. It is considered that on occasion solar panels might be acceptable even on front elevations of locally listed buildings and therefore the section on energy efficiency has been amended to include support for the use of microgeneration equipment where it will not harm special interest.

## Requests to de-list three properties

13. Two residents requested that 24 Uxbridge Road, Stanmore, HA7 3LG be removed from the local list, another resident requested 66 Hutton Lane be removed from the local list and another response requested 40 Belmont Lane be removed from the local list. However, since the public consultation did not specifically request recommendations for amendments to the local list, since this was carried out during November and December last year and January this year, it is not possible to recommend that the local list be amended at this stage. The Council will therefore carry out consultation with local and national conservation groups and the owner/occupiers on the proposal to remove these buildings from the local list.

## **E. LDF Panel 3<sup>rd</sup> October, 2013**

14. At the Local Development Framework panel meeting of 3<sup>rd</sup> October an officer recommended the SPD was improved by a clear statement in the introduction on the legal implications of locally listed buildings; a list of aims and objectives of the SPD; and that a list of locally listed buildings within the borough should be contained as an appendix to the SPD to ensure it can be given material consideration. Panel members supported the proposal to include the list of locally listed buildings as an appendix and emphasised the importance of making the guidance clear and not adversarial to the public in relation to locally listed buildings, where Council's control is limited. Panel members also supported a deputation from the owner of a Locally Listed Building which requested that the document makes clear that just because a building is locally listed does not mean that all of it is necessarily of architectural interest. The document has now been amended accordingly.

## **F. Summary and Conclusion**

15. The guidance document will be valuable in providing good practice advice for the maintenance and conservation of locally listed buildings to owners and occupiers and in explaining relevant planning controls. This is important as the purpose of locally listing is to encourage the preservation of their special interest, which residents cherish and value. All comments received in response to public consultation have been taken into account, resulting in clearer, more streamlined and helpful planning tool and guidance.

## **G. Legal Implications**

16. 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.

17. Although the proposed SPD is not a development plan document it will, upon adoption, be a material consideration in the determination of planning applications affecting locally listed buildings.

18. The Council is required under the Town and Country Planning (Local Planning) (England) Regulations 2012 to consult on the SPD and to take into account all consultation responses received before adopting the SPD. Upon adoption, the Locally Listed Buildings Supplementary Planning Document will form part of Harrow's formal planning policy.

## **H. Financial Implications**

19. The costs of adopting the SPD, and publishing it online is a relatively minor cost 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.

## **I. Performance Issues**

20. There are no national or local performance indicators measuring or affected by the adoption of the SPD. Nevertheless, the adoption of the SPD will be monitored as part of the annual monitoring of the Local Plan. The effectiveness of the SPD will be measured against the retention of existing locally listed buildings on the list year upon year. However, the greatest benefit of adopting the SPD is that it does ensure the Local Planning Authority can consider buildings on the local list as a material consideration when determining a planning application affecting them.

## **J. Environmental Impact**

Does the proposal comply with all relevant environmental legislation? Yes

21. The policy that the SPD supplements has 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.

## **K. Risk Management Implications**

22. Risk included on Directorate risk register? No

Separate risk register in place? No

## **L. Equalities implications**

23. Was an Equality Impact Assessment carried out? No

24. 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 supplements Policy DM7 of the Local Plan, which has already been the subject of a full equalities impact assessment at each formal stage in the policy's preparation.



## M. Corporate Priorities

25. The adoption of the Locally Listed Buildings SPD contributes to the corporate priority of a fairer Harrow, by ensuring that the owners or occupiers of locally listed buildings better understand the legal and planning status of the local listing and know where to get advice should they be uncertain whether proposed works require planning permission or not.

### Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 November 2013		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 15 November 2013		

### Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 12 November 2013		

### Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 11 November 2013		

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

Contact: Matthew Paterson, Senior Professional Policy Planning, Development and Enterprise

Tel: 020 8736 6082

Email: [matthew.paterson@harrow.gov.uk](mailto:matthew.paterson@harrow.gov.uk)

Background Papers: Development Management Policies Local Plan  
[http://www.harrow.gov.uk/info/856/local\\_plan/609/development\\_management\\_policies](http://www.harrow.gov.uk/info/856/local_plan/609/development_management_policies)  
Cabinet Report of 14 March 2013 on the Local List  
<http://www.harrow.gov.uk/www2/documents/s104738/Local%20Listing%20-%20Main%20Report.pdf>

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

**NOT APPLICABLE**

*[Call-in applies]*

Appendix 1 – Consultation responses to draft Locally Listed Buildings SPD

Name	Consultation Response	Council Response
1) Mr John Orchard	Pinnerwood Farm and Pinnerwood Lodge are in Woodhall Road not Woodhall Gate as indicated below some of the photographs (5.1, 5.14, 5.16).	Noted <b>Change:</b> Factual corrections made.
2) Councillor Bill Stephenson	Requested printed copy.	Copy provided.
3) Mr Paul Myers	Disagree with local listing of 24 Uxbridge Road given the quality of the building and development that has taken place near it over the years. The only people that can see this building are in the flats.	Upon review officers consider this building is no longer worthy of local listing. This is because its special interest related largely to its semi-rural setting and this has been significantly undermined since local listing. <b>Change:</b> The Council will consult with local and national conservation groups on the proposal to de-list.
4) Mrs Bennet	Requesting information on what the consultation was about.	This information was provided.
5) Mr Reed	Overarching opinion is that the document is unnecessary and that the document is trying to upgrade their status to an unsuspecting audience	The SPD is intended to provide good practice advice and guidance to the owners and occupiers of locally listed buildings for their maintenance and conservation and also to provide advice on the relevant planning controls. Given the contribution these buildings make to Harrow's sense of place and to local distinctiveness, the Council considers their recognition in an SPD is appropriate, ensuring the Local List is a material consideration when considering planning applications relating to these buildings. However, the Council does agree that the SPD needs to be clear about the status of a building on the Local List. <b>Change:</b> The introduction to the SPD has been amended to clarify the purpose of the SPD and to distinguish the legal and planning status of a locally listed building from that of a List Building.
5) Mr Reed	You allege that historic maintenance repair and materials help preserve its value and I doubt if this can be substantiated which might lead to legal challenge against the Council.	Additions and alterations that are clearly out of character with the historic fabric of a building can certainly diminish from the building aesthetic appeal and may impact on its value. However, the Council agrees that this is difficult to substantiate. <b>Change:</b> Delete references to impact on property values
5) Mr Reed	I hope that Harrow Council's description of a locally listed building is the same as the national description.	Harrow Council's description of a locally listed building is in accordance with English Heritage's 'Good Practice

		Guide for Local Listing' <b>No change</b>
5) Mr Reed	The document needs to be clear about the legal and planning status of locally listed buildings. It then could give practical advice to owners or occupiers, but I think the document is rather a confused jumble of mixed messages.	Agreed. <b>Change:</b> The introduction to the SPD has been amended to distinguish the legal and planning status of a locally listed building from that of a List Building.
5) Mr Reed	The document is too long and cumbersome to find the information.	Agreed. <b>Change:</b> The document has been substantially revised, reorganized and its length shortened.
5) Mr Reed	Are you saying that a locally listed building is a heritage asset as described by National policy?	<b>Change:</b> The SPD has been amended to clarify that locally listed buildings do not share the same status as statutorily designated heritage assets.
5) Mr Reed	I think the photos are rather arbitrary.	Disagree. The photos help provide context. <b>No change</b>
5) Mr Reed	The photo on page 8 is Pinnerwood Cottage not Pinnerwood Farm.	Noted. <b>Change:</b> Correct the photo caption on page 8.
5) Mr Reed	You are constantly updating your statutory listing and this should be dictated by quality. A locally listed building will not be included if it is not worthy and therefore they should not be upgraded for any other reason	Agreed. <b>Change:</b> References to the upgrading of locally listed buildings to Listed status have been removed.
5) Mr Reed	Page 10 – listed buildings are quoted twice – this does not refer to “locally” listed buildings and is therefore misleading.	The quote was from the Local Plan policy DM7. As stated above, the SPD has been amended to clarify that locally listed buildings do not share the same status as statutorily designated heritage assets, and therefore the reference to this section of Policy DM7 has been removed. <b>Change:</b> Delete reference to Local Plan policy DM7 at page 10 of the SPD.
5) Mr Reed	What research shows that buildings which retain their historic features in good order hold their value better than those which have been unsympathetically altered or repaired? This should be noted. Also I do not believe it holds true in some parts of Harrow and I feel it is a dangerous statement for you to make.	Additions and alterations that are clearly out of character with the historic fabric of a building can certainly diminish from the building aesthetic appeal and may impact on its value. However, the Council agrees that this is difficult to substantiate. <b>Change:</b> Delete references to impact on property values
5) Mr Reed	Please either have locally listed buildings with or without capitals but be consistent.	Noted
5) Mr Reed	Page 14 critell should read Crittal.	Noted. <b>Change:</b> Correct the spelling
5) Mr Reed	Page 14: Since when did lightweight secondary glazing improve significantly in appearance as well as performance? You give too many opinions that are not enforceable.	The options provided are not intended to be enforceable but rather guidance on alternatives so that owners may make informed decisions before replacing existing windows and doors. <b>No change</b>
5) Mr Reed	I do not agree with 5.8. The Council cannot consider the options given if there are concerns about the ongoing consideration of	Agreed. <b>Change:</b> Section has been deleted. Article 4 directions

	the special interest of a locally listed building.	are dealt with in the context of Permitted Development rights.
5) Mr Reed	5.9. should say that in some instances permission is not required to alter the exterior. The omission is misleading.	Having regard to the previous comment made, this section has been deleted. <b>Change:</b> Section is deleted, no further change is therefore necessary
5) Mr Reed	5.12 – Any building (not just locally listed buildings) has more planning controls protecting it. Your statement is misleading and intending to frighten people with locally listed buildings.	Having regard to the previous comment made, this section has been deleted. <b>Change:</b> Section is deleted, no further change is therefore necessary
5) Mr Reed	Page 23. What is this for?	It was intended as a glossary but is unnecessary. <b>Change:</b> Delete page 23
6) Andy Tilsiter	<p>Generally support the draft but in my view there is a major omission that needs to be urgently addressed. I am an owner of a locally listed building and I write to you with firsthand experience of someone who has recently sought planning permission to carry out a small extension. I can do no better than attach the following documents:-</p> <ol style="list-style-type: none"> <li>1. Planning refusal date 7th June 2012</li> <li>2. Notice of Appeal dated 9th July 2012</li> <li>3. Report of Architectural Historian, Mr Havey Van Sickle dated July 2012</li> <li>4. Decision of Planning Inspector dated 18th September 2012 (Appeal Allowed)</li> </ol> <p>It will be clear from the above documentation that the conservation officer and planning officer made a mistake about the architectural history of my property, over estimated the extent of the original form of the house and above all failed to appreciate that the entire rear of the property (to which the extension was proposed) was an existing 1970s extension. As upheld by the inspector, the small extension to the rear of the property, had absolutely no impact on the front of the house.</p> <p>In my view, the both the former local policy and the current draft fail to highlight the fact that just because a building is locally listed does not mean that all of it is of architectural interest. The draft needs to make this clear and also needs to set out clear guidance as to how this should be dealt with. I respectfully suggest the following wording should be added:</p> <p>It should be noted that just because a building is locally listed</p>	<p>Agreed.</p> <p><b>Change:</b> The SPD has been amended in a number of places to clarify that whilst the whole building may be locally listed there may be parts of it that are not of interest. See new para 3.3</p>

	<p>that this does not necessarily mean the whole of the building is of architectural or historic interest. For example, the front elevation of a property might be Victorian and have local importance to the street scene but the rear of the property may have already been extended or adapted at later dates. As such the Council should have regard to the precise nature of any applications for alterations or extensions and in particular whether they affect all or part of the subject building. If the proposal only relates to part of a local listed building the focus should be on that particular part of the property.</p> <p>This paragraph should be inserted in section 5, perhaps below section 5.6. I also think it would be sensible for the draft to not only provide good practice to owners and occupiers but also to the Council itself. Perhaps it should require the Council to consult external experts where it is necessary and appropriate to do so. I say this because I spent considerable time in making the above appeal and incurred considerable expense in commissioning an expert report in order to correct something that was clearly wrong from any reasonable conservation assessment.</p> <p>The local conservation policy is vitally important to our neighbourhood but the right balance must be struck and the policy framework must be clear to reflect all scenarios.</p> <p>Please can you confirm my views will be taken into account. Furthermore, I would also like to attend at the relevant Cabinet meeting and make my representations verbally to the committee. Please can you let me know when this will be.</p>	
7) Ms Lisa Jacks	<p>Requested 66 Hutton Lane be removed as the whole house has been double glazed with a new front door and the porch has been removed so the house is now the same as the whole street and would not be of historical interest.</p>	<p>Officers have reviewed this property and in light of recent changes removing features of special interest that did not require planning permission it is considered that this building is no longer worthy of local listing.  <b>Change:</b> The Council will consult with local and national conservation groups on the proposal to de-list and then make a recommendation to the next LDF panel.</p>
8) Luciana Snowdon	<p>I am all in favour of this draft being recognised – I am owner/occupier of a flat in Roxborough Park.</p>	<p>Support for the SPD is noted and welcomed.</p>

9) Masha Myers	Requested 24 Uxbridge Road betaken off the local list as it is not worthy.	Upon review officers consider this building is no longer worthy of local listing. <b>Change:</b> The Council will consult with local and national conservation groups on the proposal to de-list and then make a recommendation to the next LDF panel.
10) Georgie Housley	I am writing in response to your letter of 18 July, in which you ask for opinions on the above. As a resident of West St, I am totally supportive of all efforts to preserve the character and nature of the locality - one of the main reasons that I moved here initially. My only comment is that I think the council should spell out in the SPD that solar panel installation, particularly on the front elevation of houses that are within a conservation area, are not permitted. I refer to the absurd situation that is ongoing regarding the solar panels at no.81 West Street, and to that end, I would be grateful if you could let me know the outcome of the independent panel review which took place in Bristol recently to consider the owner's rejection of the council's refusal to grant retrospective planning permission for the solar panels.	Existing section on energy efficiency has been amended to include consideration of micro generation equipment. It is clarified that such measures are encouraged where they do not harm special interest and that factors such as scale and siting are considered so that solar panels on the front elevation of locally listed buildings are unlikely to be appropriate.
11) Pat Clarke Pinner Local History Society	It is good to have this guidance even though it seems that the owner of a locally listed building can ignore it.	Support for the SPD is noted and welcomed.
11) Pat Clarke Pinner Local History Society	page 4 para 3.5 - lines 11-16 repeat lines 5-10	Agreed - para 3.5 has now been replaced by a revised para 2.1 but much of the original content has been omitted.
11) Pat Clarke Pinner Local History Society	page 7 picture 4.1 I cannot find Capel Gardens on the local list. Am I wrong?	Agreed. Upon review the Council notes that that was because it was mis-typed Chapel Gardens <b>Change:</b> Correct spelling to Capel Gardens
11) Pat Clarke Pinner Local History Society	page 8 picture 5.1 is Pinnerwood Cottage, not Pinnerwood Farm	Noted <b>Change:</b> Correct the photo caption on page 8.
11) Pat Clarke Pinner Local History Society	5.2 sentence 5, line 6; 'However, if the building is a residential dwelling, or a building that is not a dwelling house or adjoining a dwelling house' does not make sense.	Agreed - para 5.2 has now been replaced by a revised para 3.24, which has been amended to take account of the comment. <b>Change:</b> Amend para 5.2 to clarify the position on the demolition of Listed and locally listed buildings.
11) Pat Clarke Pinner Local History Society	page 9 5.3 "the majority of Harrow's Locally Listed buildings lie within one of the 28 Conservation Areas in the Borough, which means most locally listed buildings within the borough require permission to be sought prior to their demolition". Is not this an	Agreed. <b>Change:</b> Amend the section on demolition completely to provide greater clarity

	overstatement, because you show 369 within conservation areas, leaving 357 outside them (total given as 726 on page 3, 2.2	
11) Pat Clarke Pinner Local History Society	5.4 "Where retention is impossible" means, surely, "if the owner wishes to demolish the building" does it not?	Agreed. <b>Change:</b> Amend the section on demolition completely to provide greater clarity
11) Pat Clarke Pinner Local History Society	page 13 picture 5.6 is Pinnerwood Farm, not Pinnerwood Lodge	Noted <b>Change:</b> Correct the photo caption.
11) Pat Clarke Pinner Local History Society	page 14 picture 5.8 Crittall, not crittall	Noted <b>Change:</b> Correct the spelling.
11) Pat Clarke Pinner Local History Society	picture 5.9 is of Pinnerwood Farm, not Pinnerwood Cottage	Noted <b>Change:</b> Correct the photo caption.
11) Pat Clarke Pinner Local History Society	page 19 picture 5.14 is Pinnerwood Farm, not Pinnerwood Lodge	Noted <b>Change:</b> Correct the photo caption.
11) Pat Clarke Pinner Local History Society	page 20 5.11 first line imminent, not immanent	Noted <b>Change:</b> Correct the spelling.



<p>12) Lisa Hawes</p>	<p><b>FIRST RESPONSE:</b> I received a letter from you dated 18th July 2013. I have read and re-read it. But I don't understand what it is going on about. Having asked other people, they don't either. I assume that the response you receive to this letter will be low and I wanted to let you know that this is because it is very hard to understand it. There are people that believe that you are doing this deliberately in order to pull the wool over our eyes. If there is to be something that affects my home, then I would like to know about it and I would like also to "get involved" Please provide me with a link where I can read the changes that you are proposing. The link that you have provided does not do so – it sends me to a generic page about conservation in Harrow.</p> <p>Please also provide me with the date and venue for the public consultation as I would like to come and state openly that we have not actually been consulted with any degree of transparency.</p> <p><b>SECOND RESPONSE:</b> Thank you. It would be great if it was called the same thing, so that people can understand. Please can you provide me with the document/rules as it was previously so that I can understand any changes that are being suggested? A stand-alone document is of no use to us residents – it is only be comparison that we can see the changes that the council are suggesting and how they will impact us.</p> <p>I am very upset with many of the changes that Harrow council have forced upon us where we live, and it is becoming a more and more inhospitable place to call home because of Harrow Council. I know that several of my neighbours feel the same, and that is becoming like we live on a tiny island. We do not trust the council to act in our interests or even to be transparent and allow us a say.</p> <p>I do not know what the rules were before. I found your letter to be very un-user-friendly. And, I do not trust Harrow Council to protect my interests. So, I would really like to see the rules before and the proposed changes so that I can stand up for myself and explain to my neighbours too.</p>	<p>Emails of clarification sent by officers on the nature of the consultation and requested any response on the document. It was stated that this is a first draft and so there is not a document to compare it with. There was no guidance document on Locally Listed Buildings before this draft. Any comments on the document were requested.</p>
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<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>Please find below an initial response to the Draft Guidance Note that is proposed to form the Supplementary Planning Document (SPD) that you have sent for consideration. This is by no means exhaustive and we reserve the right to raise additional concerns or objections in the future. We object to the document in its current form.</p> <p>The Board and residents of Capel Gardens are gravely concerned by the contents of the SPD, both in its entirety and with many specifics. Whilst almost all owners in Capel Gardens choose to live here due to the history, look and feel of the Art Deco building and well-maintained grounds, we have found none who expected its locally-listed status to impose an expectation on them that they would be forced to live in an unsafe, unhealthy and environmentally costly situation. In this document the Conservation, Environment and Enterprise Department has so far paid no heed to these issues and given sole priority to how the exterior will appear to any person walking by with total disregard for the people living within.</p>	<p>Agreed. The Council recognises and acknowledges that it is a balancing act between encouraging preservation of these buildings whilst also enabling owners to adapt them to be more energy efficient and to provide improved living conditions.</p> <p><b>Change:</b> The SPD has therefore been amended to clarify that the SPD provides guidance on best practice on how locally listed buildings may be adapted but does not seek to impose controls beyond this where unsupported by planning policy or regulations. It is hoped that the advice provided within the SPD will aid in the owners and occupiers of these buildings making informed decisions as to the suitability of proposed alterations and repairs.</p>
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>Indeed this SPD provides no representation to the people living inside these buildings, nor the unsafe and unhealthy living conditions that such planning restrictions perpetuate. It even seeks to extend these restrictions in a way that we believe is far beyond the Council's remit and the original purpose of the locally-listed policy.</p>	<p>Agreed. See comments above</p>
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>As a specific example point 5.7 (sic) 'double-glazing' (with which Capel Gardens is particularly concerned). The request for integrated glazing bars and a cross-section diagram appears to specifically and definitely exclude uPVC as a replacement option. This blanket approach is untenable as each planning application should be treated on its individual merits and consider all options. We do not agree that the Nationally-listed buildings guidelines should be directly applied to the locally-listed planning process as this SPD suggests.</p>	<p>Noted. The document does not specifically preclude the use of double glazing but rather highlights that double glazing (if done poorly) can significantly detract from the local historic merit of the building.</p> <p><b>Change:</b> The SPD has been amended to clarify the issue of 'double glazing', offering alternatives and design matters for owners consideration in an effort to ensure that where windows are replaced, the replacement is in keeping with the original windows.</p>
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>The Board have already raised with the Director of Planning, Stephen Kelly, the serious and urgent issues of the poor health and safety of the living environment within this locally-listed building (Capel Gardens). However, we do not see that a single one of these is considered in this document. It appears that the default Planning Application process for locally-listed buildings</p>	<p>Agreed. See comments above</p>

	<p>is to begin with a 'no-change' response to planning applications rather than individual assessment based on need, safety, environmental and economic considerations.</p>	
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>The Council's view of the environmental issues involved with replacement within the SPD is naive, one-sided and incomplete. There is no mention of lost energy through aged, damaged, single vs double-glazed nor ill-fitting windows. The advice given on repair and restoration is patronising. Does the Council not appreciate that the owner would do all that they can to retain the aesthetics that they enjoy and were an integral part of their purchasing decision? All of the residents would love to keep the existing fittings but they are simply too dangerous and ineffective and as the Council is fully aware, would not pass the current environmental regulations.</p>	<p>Agreed.  <b>Change:</b> As stated above the SPD has been amended to offer alternatives and design matters for owners consideration in an effort to ensure that where windows are replaced, the replacement is in keeping with the original windows.</p>
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>Of greater need is for the Council to stem the piecemeal and poor application of Planning considerations within the borough. As a very recent example the George IV Public House in Pinner has been allowed to be completely demolished despite its rich history that pre-dates the entire Metropolitan Line and as a Coach-house and site of a Workhouse. In addition, The Lodge building, built as a part of Capel Gardens in the same Art Deco Verdigris design has been allowed double-glazing and to replace its matching green-tiled roof. Indeed there are many examples in the borough of similarly designed houses having installed sympathetically designed double-glazing that adds to the character of the building.</p>	<p>Noted. The merits of individual applications are outside the scope of consultation on this SPD to address.</p> <p>While the Council acknowledges there are many good examples of replacements windows being installed in both Listed and locally listed buildings that are sympathetic to the style of the original windows there are numerous examples across the borough where this is not the case.  <b>Change:</b> The amendments clarify that the Council encourages owners to consider sympathetically designed replacement windows, where it is deemed by the owner as necessary to replace the original wooden or metal windows. They also seek to highlight the issue with unsympathetic replacement of windows, typically using off-the-shelf generic standard framed windows that result in the new windows looking completely out of place and significantly detracting from the local heritage value of these unique buildings.</p>
<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>The Board has to challenge the SPD's view of the (increased) valuation of a locally-listed building. It is contradictory to the empirical evidence and expertise that we have received from numerous Estate Agents who state that the value of Capel Gardens has not appreciated in the last decade or so in the same way as its environs specifically because of the poor quality of its single-glazed Crittal Windows.</p>	<p>Additions and alterations that are clearly out of character with the historic fabric of a building can certainly diminish from the building aesthetic appeal and may impact on its value. However, the Council agrees that this is difficult to substantiate.  <b>Change:</b> Delete references to impact on property values</p>

<p>13) Board of Capel Gardens (Pinner) Residents Limited,</p>	<p>Finally, the Board can find no request for permission to use the photographs 4.1 and 5.8 of Capel Gardens that were clearly taken from within the private grounds. The Board must insist that the Council remove these images from the SPD document and cease and desist from all future use unless and until permission has been granted.</p> <p>The letter sent to residents does not indicate the next steps in the process of ratifying this Guidance Note into any SPD. We would appreciate a detailed description of the entire process including all stages where there may be objections or challenges filed.</p> <p>We would appreciate an acknowledgement of receipt in writing and a reply to our specific concerns at your earliest convenience.</p>	<p>Noted. The Council apologises for using the photographs of Capel Gardens without seeking permission and has removed these from the document.</p> <p>A letter indicating the next steps of the process of ratifying this Guidance Note into any SPD was been sent in response to this request.</p>
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<p>14) Ancient Monuments Society</p>	<p>We commend the intention to publish the SPD and comment only on matters of detail</p> <ol style="list-style-type: none"> <li>1. Firstly two typos have crept in :             <ol style="list-style-type: none"> <li>a) Plate 5.8. page 14 - "Crittall"</li> <li>b) 5.11. in text "imminent"</li> </ol> </li> <li>2. 5.7. Delighted to read the entirely commendable objections to uPVC on page 12 and can see why it appears under "Materials....". However, it is chiefly used for windows and doors. Does it not therefore sit better on page 13 ? Certainly there should be cross-referencing. And surely in the bulletpoint para presently on page 12 there should be reference to metal windows, whether Georgian iron casements or 20th century Crittalls.</li> <li>3. 5.10 Sadly, EH have recently made it much more difficult to apply for spotting - and the phrase "applications are given due consideration" is too kind on EH. Unless the structure in question is transparently listable, under acute threat or falls under a project promoted in the NPPF, it will be rejected under the new regime. Given that, might it be worthwhile asking those putting buildings forward to seek the views of yourselves or one or more of the National Amenity Societies ? This would prevent wasted effort but also allow hopeful cases to be supported.</li> <li>4. page 22. Thankyou for the reference to the AMS. Might it be possible to add : "(The AMS is concerned with listed buildings of all ages and all types)" ?</li> </ol>	<p>Factual corrections and minor amendments made.</p>
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15) A L Pollard	<p><b>FIRST RESPONSE:</b></p> <p>In the current economic situation there seems to me to be an increased risk that when work is undertaken on a locally listed building less regard will be paid to guidance which impinges on cost than normally. Therefore I think that the SPD should be strengthened. Although it is implicit throughout the word 'responsible' does not seem to appear in the draft document. I suggest that in the first sentence after 'buildings' should be inserted. 'in carrying out their responsibilities for'.</p> <p>Further I note that local listing does not add any further requirements for planning permission but I suggest that in para 5.1 should be added a statement to the effect that work which does not require planning permission should not detract from the features of the building which qualified it for local listing.</p> <p>Ironically, I see that at the flats in Capel Gardens, which feature in 2 photographs in the draft paper, although the TV dishes which have been added are comparatively inconspicuous the cabling has been done with no regard for the architecture of the buildings by, for example, running it behind down pipes or in recesses. The cabling to No 2 is particularly obtrusive.</p> <p><b>REPLY SENT: 23/08/2013</b> Thank you very much.</p> <p>I have recently received a response from the Board of Capel Gardens (Pinner) Residents Limited which expresses views that differ so I take it the board represents many but not all residents.</p> <p>All comments received will be taken into account.</p> <p><b>SECOND RESPONSE: Sent: 23 August 2013</b></p> <p>The Board of Capel Gardens did not consult the residents of the flats nor have they advised us of their comments so you are undoubtedly correct in assuming their views do not necessarily represent those of all the residents.</p>	<p>Since there is no legal requirement to care for a locally listed building it has been decided not to include reference to 'responsibilities for the locally listed buildings'. The document clarifies that works carried out that are unsympathetic to character of the locally listed building undermine their special interest.</p>
16) J Ranson	Support the draft SPD document. Very important to have it.	

17) Mr James  
Mcandrew

We do not feel 40 Belmont Lane warrants being locally listed.  
The current criteria is too broad. Our property is not of historic  
significance to warrant it.

- The proposed criteria for local listing are consistent with those held since 2004 by the Council within the recently superseded Harrow Unitary Development Plan. This document was superseded in May this year by the Harrow Development Management Policies Local Plan which does not contain criteria for Local Listing since such criteria is the place of this draft Local Listing SPD. The criteria have been reviewed since and are considered to remain appropriate as they are in line with the English Heritage's 'Good Practice Guide for Local Heritage Listing' May 2012 but have also been expanded in line with this English Heritage guidance to include the more relevant 'additional factors' for consideration such as rarity, their relationship to designed landscapes, evidential value and technical significance.
- This building's local list description reads: 'brick rendered building designed in 1912 by Goddard of Goddard, Paget and Goddard. The house has an unusual south elevation with arched window to end gabled wall on which rests a wide chimney. Canted bay with vertical tiling to upper part of gable and six paned timber casement windows'. This local list description shows that there was architectural interest in the site. A recent site inspection confirmed that this remains in fact and therefore the local interest remains. It is therefore considered that this building still meets the criteria for local listing.
- The Council will consult with local and national conservation groups on the proposal to de-list and then make a recommendation to the next LDF panel.

18) Mr. Jim Moir	Support the draft SPD document. The Lawn Elm Park Road. It should be Lawn singular not plural on the local list of buildings available online.	Factual correction made to the document.
19) Mr Anthony H Woodley	Thank you for your letter 18.7.13. Please keep me advised on the outcome of the consultation as I am the owner of a locally listed building.	Will update responsee accordingly in due course.
19) Mrs Ruff	I am pleased to note we are included in the locally listed buildings list. I hope you will continue to provide guidance and protection for Quadrangle Mews and other properties in Belmont Lane.	Noted.



# 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 ITEMS

#### 114. Locally Listed Buildings

The Panel received a report which set out the results of a public consultation over the proposed draft Locally Listed Buildings Supplementary Planning Document.

The Panel firstly received a Deputation from Mr Andy Tillsiter. He explained that he had personal experience in trying to obtain planning permission for his dwelling which was a locally listed building. He had encountered difficulties with applying for planning permission, which he was finally awarded having appealed to the Secretary of State.

He believed that mistakes had been made by officers about the architectural history of the property and the extent of the original form of the house.

Whilst he welcomed the current draft of the Locally Listed Buildings Supplementary Planning Document (SPD), he believed that further work was still required. The current draft had failed to highlight the fact that just because a building is locally listed, this did not mean that the entire building was of architectural interests. The draft needed to make this point clear and

he had provided suggested wording to include in the SPD as contained in the report.

An officer addressed the Panel and made the following comments:

- It would be helpful if the SPD contained a clear statement in the introduction on the legal implications of locally listed buildings;
- the aims and objectives of the SPD could be set out more clearly;
- the list of locally listed buildings within the borough should be contained as an appendix to the SPD.

Members of the Panel then made the following comments:

- it was important to ensure that the SPD gave clear guidance to the public in relation to locally listed buildings. The SPD had to be more clear;
- the points raised in the deputation were correct and it was important that the SPD was used to support members of the public rather than be adversarial;
- the list of locally listed buildings contained within the SPD was a good suggestion;
- the SPD had been produced to inform people inhabiting locally listed buildings on what they should be considering. It was originally intended that this would be circulated to all relevant inhabitants;
- the SPD already made it clear what a locally listed building was and details regarding planning permission;
- whilst the document did contain all the relevant information it still had to be drafted in a manner which was clear for members of the public to interpret.

The Chair concluded the debate and commented that there was a consensus that the issues raised in the deputation had to be taken into account in the SPD. It was important that consideration be given to this in addition to looking at ways to make the SPD more clear and including a list of locally listed buildings. In light of that he proposed that changes be made to the SPD in consultation with him as the Chair and the nominated Members before submitting to Cabinet for approval.

**RESOLVED:** That changes be made to the Locally Listed Buildings SPD in consultation with the Chair and nominated Members prior to submission to Cabinet for approval.

**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Authority Monitoring Report
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Portfolio Holder:</b>	Councillor Stephen Greek, Portfolio Holder for Planning, Development and Regeneration
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Authority Monitoring Report 2012/13 - <i>Due to the size of the appendix, it has been circulated in hard copy to Cabinet Members and Key Officers only. The appendix is available for viewing on the website and a hard copy has been placed in the Members' Library</i>

**Section 1 – Summary and Recommendations**

This report presents the Authority's Monitoring Report (AMR) for the period 1 April 2012 to 31 March 2013. The AMR monitors the effectiveness of the implementation of local planning policies and production of Harrow's new Local Plan.

**Recommendations:**

Cabinet is requested to:

1. Approve the Authority Monitoring Report 2012/13, as attached at Appendix 1, for publication on the Council's website.
2. Recommend that authority be delegated to the Divisional Director of Planning, in consultation with the Portfolio Holder for Planning and Regeneration, to make further minor changes to the Authority's Monitoring Report prior to publication.

**Reason: (For recommendation)**

To enable the Council to comply with the requirement under the Planning and Compulsory Purchase Act 2004 (as amended).

**Section 2 – Report**

1. In accordance with the Planning and Compulsory Purchase Act 2004 (as amended), the Council is required to prepare monitoring reports at least once a year and to make these available to the public. The Authority Monitoring Report (AMR) 2012/13, attached as Appendix 1, and the recommendation to publish the report on the Council's website, seeks to fulfil this statutory requirement.
2. The preparation of the AMR will assist the Council to meet its corporate priorities by monitoring the statutory planning policy framework put in place to help deliver a cleaner, fairer and safer Harrow.

**Options considered**

3. This year's Authority Monitoring Report (formerly known as the Annual Monitoring Report) is the first to monitor Harrow's Core Strategy monitoring indicators which were adopted in February 2012. Existing indicators from previous reports which monitored saved Unitary Development Plan policies are included where relevant to the monitoring of the Local Plan.
4. Council's are required, under the Planning and Compulsory Purchase Act (2004) (as amended), to prepare reports on progress made in preparing the Local Plan and on the extent to which the policies set out in the Local Plan are being achieved, and to make such reports available to the public. The Localism Act gives flexibility as to when and how often such reports are prepared. For consistencies sake, it was

decided to keep with established reporting timescales (yearly from 1 April to 31 March) to enable continuing comparisons on key indicators over the years. New regulations enable the Council to produce an Authority Monitoring Report covering whatever timescale they prefer, as long as one is produced at least once a year. The existing arrangements were therefore selected over commencing a new monitoring regime.

## **Background**

5. This is the ninth AMR that the Council has prepared. All previous reports are made available to view and download from the Council's website: <http://www.harrow.gov.uk/planning>
6. The purpose of the AMR is to monitor the effectiveness of implementing local planning policies. Progress is measured against a series of adopted local indicators from the Core Strategy as well as long established local monitoring targets.

## **This years AMR**

7. The latest AMR provides an analysis of performance for the period 1 April 2012 to 31 March 2013. In doing so, it also draws upon the data gathered since 2005 where indicators are similar to the ones used to monitor Harrow's saved UDP policies, which enables trends to be identified and conclusions to be reached about whether individual policies are achieving their intended outcomes or whether they, or our processes, need to be modified or revisited. The AMR also monitors the Council's progress in preparing its Local Plan documents.

## **Summary of key findings from this years AMR**

8. The following provides a brief summary of the main findings in the 2012/13 AMR:
  - Most indicators are being met, or are on target to be met
  - 736 net new homes were completed last year, well over the target of 350 per annum.
  - Large sites delivering housing were Honeypot Lane (a further 163 units), Peel Road (45 Units), Neptune Point (146 Units), Railway Approach (34 Units), Goodwill to All (42 Units), Mill Farm Close (63 units), Rayners Lane Estate phase F (27 Units), Douglas Close (31 Units) and Strongbridge Close (40 Units).
  - 330 affordable units were delivered against a plan target of 140 per annum. Of all residential dwellings delivered over the year, 45% were affordable housing.
  - Over the plan period to date Harrow has delivered 2,127 units against a cumulative London Plan target of 1,500. Over the same period 819 were affordable - this equates to 39% of all units.

- There continues to be a loss of office space in the Borough of - 3,220m<sup>2</sup>, as older stock gets redeveloped. The level of office loss is likely to increase significantly in the next monitoring period due to office to residential Permitted Development coming into effect in May 2013.
- Since 2009 (the beginning of the plan period), there has been a net increase in retail floorspace of 5,623 sqm of which 1,992 was completed in the last year
- North Harrow centre which was previously the centre with the Boroughs highest vacancy rate at over 40%, has dramatically improved, and now has a vacancy rate at around 6% which is the Borough average.
- All key Green Grid projects for last year were completed successfully
- Public Transport improvements including bus stop and priority lanes, and work on key junctions are underway
- There has been no loss of Green Belt or Metropolitan Open Land contrary to Local Plan objectives
- Local Plan documents and Community Infrastructure Levy adopted in accordance with the Local Development Scheme timetable

## **Further Editorial Requirements**

9. In preparing the draft AMR for Cabinet's consideration, officers have focused on ensuring all required data fields are as complete as possible. This year's AMR necessarily includes a new document structure than previous AMR's as this is the first to report on the new set of Local Plan indicators. Resource constraints have meant that it has not been possible to undertake the normal illustration of the new data through the production of graphs and maps. Prior to publishing the document, officers will therefore populate the document with graphics and maps to aid in the visual interpretation of the data provided and also intend to add photos to enhance the appearance of the document. Where necessary, further minor amendments to a number of the indicators may still be required as better data becomes available.

## **Implications of the Recommendation**

### **Legal Implications**

10. Pursuant to Section 35 of the Planning and Compulsory Purchase Act 2004 (as amended), and Regulation 34 of the Town and Country Planning (Local Planning) (England) Regulations 2012 the Council is required to prepare reports monitoring the Council's performance in preparing its new Local Plan and on the extent to which local plan policies are being achieved. The Council is also required to make its monitoring reports available to the public.

## **Financial Implications**

11. Costs associated with preparing the AMR 2012/13 relate to staff time and are contained within existing budgets. There are no additional costs involved with making the AMR available on the Council's website.

## **Performance Issues**

12. The AMR reports on Council's performance against new and existing local indicators but does not itself impact on these. However, the primary role of the AMR is to highlight areas of challenge through data analysis, and is therefore a key to informing and underpinning Council decisions as to whether or not action needs to be taken to address areas of concern.
13. The monitoring data, including the analysis of trends, is also widely used by different service areas, for example as background justification supporting bids for external funding and for use in determining likely levels of grant based upon matters such as housing completions for New Homes Bonus. Many external organisations also rely on the data to inform regional or national studies regarding the health of town centres or area comparisons, such as changes in office and industrial floorspace. These can often help inform the investment decisions of the private sector but are primarily used to inform changes to national and regional planning policy.

## **Environmental Impact**

14. The AMR reports on the state of Harrow's environment, highlighting performance against targets and the achievement of policy outcomes. However, there are no environmental impacts associated with its production or publication on the Council's website.

## **Risk Management Implications**

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

15. The only implication of the AMR is where year-on-year data shows that the Council is unlikely to achieve a specific target. In such circumstances there will be an expectation that the Council will take action to address the situation. Where local indicators are concerned, the preparation or revision through plan review of the emerging Local Plan affords this opportunity.

## **Equalities implications**

Was an Equality Impact Assessment carried out? No

16. The AMR does not in itself contain any policies. Issues regarding equalities and diversity are to be considered in the context of preparing local planning policies but are not relevant to the AMR, which merely monitors the performance of implementing such policies.

### Priorities

17. The AMR does not propose policies or actions that give effect to the corporate priorities. However, it does collate data gathered by the Council and its partners that is useful in monitoring performance associated with:
- a safer Harrow – including transport initiatives aimed at reducing incidents of road accidents and casualties, including 20mph zones and the completion of school travel plans.
  - a fairer Harrow – including deprivation indices, market and affordable housing delivery, estates renewal and the expansion of community facilities.
  - a cleaner Harrow – including air quality, waste management, the use of renewable energy, biodiversity and environmental protection.

### Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18 November 2013		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 November 2013		

### Section 4 – Performance Officer Clearance

Name: Martin Randell	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 18 November 2013		



## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 18 November 2013		

## Section 6 - Contact Details and Background Papers

**Contact:** Matthew Paterson, Senior Professional Policy Planning, Environment and Enterprise  
Tel: 020 8736 6082

**Background Papers:** The AMR's for the periods 2004/05, 2005/06, 2006/07, 2007/08, 2008/09, 2009/10, 2010/11 and 2011/12. These are all made available to view and download from the Council's website:

[www.harrow.gov.uk/planning](http://www.harrow.gov.uk/planning)

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies]</i>
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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Draft Housing Revenue Account Budget 2014-15 and Medium Term Financial Strategy 2015-16 to 2017-18
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance Paul Najsarek, Corporate Director of Community, Health and Wellbeing
<b>Portfolio Holder:</b>	Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – HRA Budget 2014-15 Appendix 2 – Average Rents & Service Charges (Tenants) Appendix 3 – Garage & Parking Space Charges Appendix 4 – Facility Charges Appendix 5 – Water charges Appendix 6 – Community Centre Charges Appendix 7 – Capital Programme Appendix 8 – Performance data

## Section 1 – Summary and Recommendations

This report sets out the Draft Housing Revenue Account (“HRA”) Budget for 2014-15 and Medium Term Financial Strategy (“MTFS”) for 2015-16 to 2017-18.

### Recommendations:

- 1) That Cabinet approves the draft HRA Budget for consultation;
- 2) That cabinet approves, for consultation, the proposed increase of 5.1% to housing rent charges for 2014-15, resulting in an average rent of £112.43 per week for 2014-15;
- 3) That Cabinet approves for consultation the proposed increases in facility and water charges set out in appendix 4 and 5;
- 4) That cabinet approves the draft four year capital programme for consultation.

Final approval will be sought from Cabinet and Council in February.

- 5) That Cabinet notes the government’s proposals to change national rent policy from 2015-16 onwards.

### Reason: (For recommendation)

To publish the draft HRA budget and capital programme for consultation

## Section 2 – Report

### Introductory paragraph

The Council has a statutory obligation to agree and publish the HRA budget for 2014-15, and approval for this will be sought in February 2014. This report sets out the draft budget proposals along with the draft MTFS to 2017-18, which sets out the indicative income and expenditure for the HRA for this period and shows how the income collected will be spent in the management and maintenance of the Council’s stock and in meeting its landlord obligations. The draft MTFS indicates a sustainable position in the medium term, consistent with the 30 year HRA business plan approved by Cabinet in June 2013.

### Background

1. Cabinet received a report in June 2013 that set out the 30-year business plan for the HRA. The business plan was supported by a draft Asset Management Strategy and an Affordable Housing strategy, and set out a 30-year forecast of the income and expenditure anticipated to occur within the HRA, based on an agreed set of assumptions.
2. The starting point for the business plan was the HRA budget and MTFS approved by Cabinet in February 2013, and the first four years of the plan mirrored the MTFS. Thereafter, a set of fairly prudent assumptions were used to project income and expenditure for the remainder of the 30-year period. The cash flows resulting from the projections indicated that the HRA was in a very sound position and was forecast to generate significant

balances over the life of the business plan. Following a review of options available to the Council to deliver new affordable housing, in the light of the forecasts a decision was therefore taken to commence a modest development programme of new housing within the HRA.

3. The business plan was intended to form a framework within which future budgets would be set, and the draft budget and MTFs information contained within this report are largely in line with the forecasts contained within the business plan approved in June. Some minor variations have resulted from changes in inflation used to calculate rent increases, additional Right-to-Buy sales above the levels previously assumed (resulting from significantly increased discounts), and from pressures within some of the budgets. This is to be expected, as the business plan should be a guide to future budgets, and must retain the ability to flex to meet changing requirements.
4. A further change that has the potential to impact on the HRA is the government consultation currently underway in respect of proposed changes to national rent-setting policy. The proposals were first announced as part of the 2013 Spending Review, and the consultation papers were published on 31<sup>st</sup> October 2013. The proposals are to change the basis of the annual rent increase from Retail Prices Index (RPI) + 0.5% + £2 to Consumer Prices Index (CPI) + 1% from 2015-16 onwards. This has a two-fold effect:
  - Firstly it means that the rent convergence process that has been going on since 2001 will cease after the 2014-15 increase. For Harrow this will mean that we will be collecting less money than would otherwise have been the case over the short to medium term as we will not be able to complete our convergence process which was assumed to continue in the business plan.
  - Secondly, there could be a long-term impact depending on the differential between RPI and CPI. The government is basing its assumptions on a differential of 0.5%, but historically the differential has been more along the lines of 0.8%. The government has commissioned some work to review the respective calculations of RPI and CPI with a view to removing any elements that would otherwise skew the indices, but until the outcome of this is clear there is a risk that this could impact on our projections

It should be noted that we had already assumed that some form of reduction in the long-term inflation uplift would in all probability be implemented by the government and so had used fairly pessimistic assumptions in constructing the business plan. In addition, we had assumed an RPI figure of 2.5% for 2014-15 whereas the actual figure to be used is 3.2%. The combined impact of these this is that we are not nearly as badly affected as we might otherwise be, and the HRA remains in a sound position. For the purposes of this draft budget, we have however used the least-favourable of the alternative rent scenarios modelled so far, but will be consulting on which of the various scenarios currently modelled, or indeed any alternatives should be used in our forecasts.

5. As a result of the improvement in the annual finances, it has been possible to invest more than £2m to date in delivering the following benefits to tenants:
  - Further investment in operational services
  - Further investment in the stock
  - Works to improve the energy efficiency of the Council's stock
  - The ability to maintain safe balances
  - To commence a development programme of new affordable Housing within the HRA
  - Over the longer term, to consider the repayment of HRA debt.
6. The draft HRA budget and MTFs detailed in Appendix 1, is based on these principles, and is consistent with the approved 30 year business plan for the HRA approved by Cabinet in June 2013. The HRA budget proposed reflects the costs of delivering services at current levels and takes account of areas of identified pressures and savings.
7. The key assumptions that continue to underpin the financial strategy are set out in the following sections.

## **Consultation**

8. Under s.105 of the Housing Act 1985, the Council is required to maintain arrangements as it considers appropriate to enable secure tenants to be informed and consulted about housing management matters which substantially affect them. However, rent and other charges for facilities are specifically excluded from the definition of housing management; therefore there is no statutory requirement to consult secure tenants on proposed rent changes. The Council has however, always consulted through the Tenants Leaseholders and Residents Consultative Forum (TLRCF).
9. The Tenants' Leaseholders and Residents Consultative Forum (TLRCF) have the remit to consider and submit observations to Cabinet on the annual HRA budget and in particular on the consequent rent implications. We will therefore be submitting a report to TLRCF setting out the draft budget and proposals for rents to seek their views.

## **Balances**

10. HRA Balances are currently forecast to be £3.8m at the end of March 2014. The draft budget estimates that balances in the region of £4.6m will remain at the end of March 2015, partly due to the assumed use of receipts from RTB sales to fund capital expenditure, which has resulted in a reduced need for contributions from revenue. In addition, increased depreciation charges in the last two years have already had the effect of moving resources out of the revenue account and into the Major Repair Reserve for capital funding purposes, meaning less contributions from revenue are now required.
11. Over the period of the draft MTFs, balances are estimated to increase to around £6.6m, or 20% of gross annual income. Decisions regarding future levels of balances need to be taken in conjunction with considerations

around future levels of capital investment, availability of Right-to-Buy receipts for use in the HRA, the Council's plans for new affordable housing as these become more developed, and the potential impact of welfare reform as the proposals are phased in. It is felt that a prudent minimum level of balances would be in the region of 5-7% of gross income, approximately £1.5 - £2.0m in today's prices, though this will depend on the level of risk at any given point and will need to be reviewed periodically.

## **Income**

### Dwelling rents

12. Current Government policy intends that by the end of 2015-16 similar properties in the same area will have similar rents even if owned by different social landlords. The aim is to deliver fairer rents, and greater transparency and choice for tenants. This is generally referred to as rent convergence. The government, however, is currently consulting on proposals to change national rent policy from 2015-16 onwards, and therefore 2014-15 may be the last year that rents continue to be set on the current basis.
13. The rental strategy approved by Cabinet and Council in March 2011, was based on a continuation of Government rent policy which assumes individual rents will increase annually by no more than RPI + 0.5% + £2, and we have assumed that this would apply for 2014-15, though this will be subject to consultation. At the time that this year's budget was set, it was assumed that RPI would be 2.5%, but the September 2013 RPI figure which must be used to set 2014-15 rents was actually 3.2%.
14. As indicated above, we have assumed that current rent policy would be followed for 2014-15, i.e. rent convergence. This results in an average rent increase of 5.1% in 2014-15, meaning an average rent of £112.43 per week (the 2013-14 current average is £107.00). Average rents and service charges under the existing strategy are detailed in appendix 2.

### Alternative Rent Options

15. Given that the government is consulting on proposals to change the way in which rent increases are calculated in the future, and to stop rent convergence before all properties have achieved rent convergence (but allow re-lets to be at target rent), alternative options for rent setting in 2014-15 have not yet been considered as we have been focusing on 2015-16 and beyond.
16. As indicated above, the HRA business plan approved by Cabinet on 20<sup>th</sup> June 2013 was formulated on the basis of a prudent long term inflation figure, which was 2%, with rents being forecast to continue convergence, but then to increase by this lower figure plus 0.5%. On this basis the HRA was forecast to generate cumulative balances of £168m by year 30 of the plan.
17. In the light of the consultation, it is clear that, subject to whether the government is successful in closing the RPI/CPI differential to 0.5%, we could now potentially afford to be less pessimistic in our rental inflation

assumptions. We have therefore modelled a range of scenarios based on the approved business plan to illustrate the potential financial impact of changes to national rent policy as follows:

- Continuation of current rent policy, i.e. convergence with target rents using an updated September 2013 RPI figure of 3.2% (previously 2.5%), and assuming a long-term RPI figure of 2.5% instead of the 2% used previously;
- Cessation of rent convergence after 2014-15, but assuming long term increases of RPI + 0.5%;
- Full implementation of the proposed rent policy, assuming the RPI/CPI differential is reduced to 0.5%; and
- Full implementation of the proposed rent policy assuming it is not possible to reduce the RPI/CPI differential to 0.5%, i.e. assuming a figure of 0.8%.

The potential impact of the above changes is set out in the table below:

Rental assumptions	HRA balance at year 5	HRA balance at year 10	HRA balance at year 30	Variance to 20 June balance	Variance to revised balance
Business plan 20 June 2013	£6.4m	£16.8m	£167.8m	Nil	Nil
Continue current policy: Sept RPI = 3.2% Long-term RPI = 2.5%	£7.6m	£22.8m	£268.8m	+£101.0m	Nil
Cease rent convergence Long-term RPI 2.5%	£6.3m	£19.0m	£254.2m	+£86.4m	-£14.6m*
Implement proposed rent policy Wedge = 0.5%	£6.3m	£18.9m	£251.7m	+£83.9m	-£17.1m*
Implement proposed rent policy Wedge = 0.8%	£5.7m	£15.2m	£189.1m	+£21.3m	-£79.7m*

\* variance relative to scenario 1 – continuation of current policy with revised inflation assumptions

18. It should be noted that the figures above are illustrative and have been included here to demonstrate the potential impact of the government's proposals. The business plan will be re-stated once the budget is more certain and the final impact on the plan can then be assessed. It should, however, not differ significantly from the figures shown above.

19. It can be seen from the above that relatively small variations in inflation assumptions, if they are sustained, can have a significant impact on balances over the life of the business plan. Indeed, just revising our original business plan assumptions for the September 2013 RPI figure and a 0.5% higher RPI figure is projected to increase the year-30 balance by £101m.



20. Removing rent convergence but assuming a continuation of rent increases at RPI + 0.5% would lead to a reduction in the year-30 balance in the region of £14.6m from the above position, due to the cumulative effect of being unable to achieve rent convergence.
21. Implementation of the full terms of the proposed new rent policy would reduce year 30 balances by £17.1m if we assume that the government was successful in reducing the CPI/RPI differential from its long-term historic average of 0.8% to 0.5%. If, however, it was unsuccessful in reducing the wedge, the year 30 balance would be reduced by just under £80m.
22. It is clear that HRA is still in a very healthy state, and would be even after the proposed changes to rent policy, assuming they are implemented. The consultation is not due to end until 24th December 2013, and so we will not know the final outcome until the final budget report has been drafted. We therefore need to make a decision about the strategy we should adopt pending the outcome of the consultation.
23. Whilst some of the scenarios are projected to have a significant impact on the business plan, because of the assumptions we had previously used, we are not projected to be any worse off over the long-term, and only slightly worse off over the short term if we assume the most pessimistic of the scenarios. Even under this scenario we would still be able to deliver on the new-build proposals currently in development.
24. For the purposes of producing a draft budget, the recommendation is that we use the most pessimistic of the above scenarios (new policy, RPI/CPI differential = 0.8%) as a starting point for further discussion and consultation around rental strategies as this effectively represents a worst-case scenario. It may be that there are alternative scenarios which could be considered, and these can be developed over the next month or so.

#### Right-to-Buy sales

25. There have been eleven sales under Right-to-Buy so far in 2013-14 as a result of new discounts and a further nine sales are anticipated by the year end. A stock level of 4,931 at the start of April 2014 is therefore assumed. It is envisaged the HRA will continue to be viable if Right-to-Buy sales continue at these levels. There is potentially a risk issue if we experience a sustained increase in sales and this is referenced in the risk section at paragraph 50.

#### Service charges: Tenants & Leaseholders

26. Tenants who benefit from specific estate based services will pay a charge to the Council on a weekly basis in addition to their weekly rent charge. This service charge will increase by 3.7% on average resulting in an average weekly charge of £2.85 (2013-14 current service charge £2.75), an increase of £0.10 on the current weekly charge.
27. Leaseholders are no longer charged an estimated service charge but are invoiced annually by the end of September for the previous financial year, based on actual recovery of costs (resulting in the leasehold financial year

spanning the 30th Sept to 31st August rather than the financial year of 1st April to 31st March) Leaseholders are required to settle these invoices within 30 days, but in practice the challenge process and the payment options available to leaseholders results in some leaseholders not settling their accounts until well into the following financial year. The total income expected to be recovered from leaseholders in 2014-15 (excluding s20 income in relation to capital schemes) is £489k and reflects the recovery of costs associated with estate based costs, communal lighting, repairs, ground maintenance, insurance premiums and administration charges.

### Other income

28. Historically other rental income from garages, car parking, and facilities charges are recommended to increase by an annual percentage, consistent with fees & charges across the Council. The charge for garage rents has been held since 2011-12 pending finalisation of the Garage Strategy Review. Given that the review has been stalled for some time (with the exception of developing infill opportunities), we are proposing to continue this policy by freezing rents for HRA garages and car parking pending finalisation of the review. We anticipate that the outcome of the Garage Strategy Review may include alternative pricing strategies for garages and car parking, and that a further report will be presented following completion of this work.
29. Details of the proposed rents for garages and parking, facility charges and charges for community centres are set out in appendices 3, 4, 5 and 6 respectively.

## **Expenditure**

### Employee Costs

30. The HRA budgets are based on the staffing establishment, and assume a pay increase of 1% in 2014/15, and 2% annually thereafter.
31. Salary allocations between the HRA and the General Fund have been reviewed but no changes are currently necessary.

### Utility Costs

32. These budgets have been uplifted in 2013-14 by 10%, 5% subsequently, as this is the corporate assumption on the general level of increases for utilities costs.

### Central Recharges

33. The costs of central recharges have currently been assumed to increase by 1.5% pending finalisation of the recharges figures.

### Repairs

34. Repairs budgets are largely unchanged from the original estimates, with some minor variations between budgets.

## Charges for Capital

35. Capital charges to the HRA are assumed to continue to be charged at the rate of 4.2978% of the HRA borrowing from the General Fund of £149.6m.
36. As part of the ongoing business planning activity, consideration will be given to the ability to repay debt, and to reduce capital charges to the HRA. Interest rate risk is one of the key risks associated with the longer term planning of the HRA finances, and whilst the risk is relatively small as the loans pool is predominantly comprised of long-term fixed rate loans, the main risk will be as a result of the rates available as existing loans are re-financed on maturity.
37. Interest on HRA balances, including the Major Repairs Reserve are expected to be earned at a rate of 0.73% for 2014-15.

## Capital Investment

38. The HRA capital programmes for 2014-15 to 2016-17 are as approved by Cabinet in February 2013, with the addition of the budgets for new affordable housing approved by Cabinet in June 2013. The capital programme for 2017-18 is as per the approved business plan (Cabinet June 2013), and the draft four-year programme is attached as Appendix 7.
39. To ensure an element of flexibility within the housing investment programme, Housing Services propose to use the scheme of delegation to implement variations to the HRA Capital programme within agreed limits and following appropriate consultation, to meet the requirements of the Housing Asset Management Strategy and ensure delivery against programme can be maximised. As is currently the case, the HRA Capital programme would continue to be funded from HRA revenue resources, and therefore any such variations would not affect the Council's borrowing position or General Fund resources.

## Impairment Allowance

40. Current tenant arrears continue to reduce. However, whilst a number of payment arrangements have been agreed for former tenant arrears, former tenant arrears remain high and require a significant level of provision. The continuing welfare benefit changes are likely to have an impact on arrears, although it is difficult to quantify at this stage. The annual provision is budgeted to rise from its 2013-14 level of £300k to £400k in 2014-15 to reflect the expected impact of the welfare changes, then dropping to £300k per annum in subsequent years.

## General Contingency

41. In addition to the HRA balances, an annual amount of £200k is set aside to cover unforeseen expenditure that may arise in the management and maintenance of the housing stock.

## Variation to MTF5 2014-15

42. The MTF5 approved by Cabinet and Council in March 2013 estimated an in year surplus of £0.300m for 2014-15. The proposed budget changes result

in a surplus of £0.852m. The increase in surplus of £0.552m is explained below :

- -£0.223m - Dwelling rents & service charges increased, due largely to the application of the September RPI of 3.2% as opposed to the 2.5% assumed in the original estimate
- -£0.058m – SSCs reduced due largely to the reduction in recharges from the Council's anti-fraud unit as a result of changes in the way sub letting is combatted
- -£1.180m – revenue contributions to the capital programme have reduced from original estimates due to an increased capacity of the Major Repairs Reserve (MRR) to finance capital expenditure. This is largely the result of technical changes in the treatment of depreciation agreed with the Council's auditors which requires an increased depreciation charge which is transferred into the MRR.
- +0.485m – depreciation charge increased as a result of technical changes agreed with Council's auditors (see above).
- +0.300m – expenditure for affordable housing programme to be delivered over next two years expected to be higher than originally estimated.
- +0.081m – increased incentives for downsizing are required for 2014-15 to build in greater flexibility in the available dwelling stock for larger families
- +0.068m – increased expenditure on estates and sheltered accommodation as a result of increased utilities charges, grounds maintenance and caretaking costs

## Summary

43. The HRA Budget and MTFS detailed in Appendix 1 continues to reflect the significantly improved position reported in last year's budget as a result of HRA reform. The 30-year HRA business plan approved by Cabinet in June 2013 has been used as the framework within which this budget has been developed, and the outcome of the budget process will be used to re-state the business. Current forecasts suggest that significant balances are likely to be generated within the HRA over the period of the business plan, depending on expenditure and income decisions made in the future, with current levels of projected investment expenditure being fully funded over this period. This remains an extremely positive position for the Council to be able to report and will enable the Council to meet both the challenges faced by the service from the Government changes and the increasing expectations of its tenants and Members.

## Legal Implications

44. Section 105 of the Housing Act 1985 requires a landlord authority to maintain such arrangements as it considers appropriate to enable those secure tenants who are likely to be substantially affected by matters of housing management, to be informed and consulted about them, and before deciding on the matter, the landlord authority has to consider any

representations made. However, rent and other charges for facilities are specifically excluded from the definition of housing management and therefore there is no statutory requirement to consult secure tenants on proposed rent changes. However, as noted earlier in this report, the Council has historically consulted the Tenants Leaseholders and Residents Consultative Forum (TLRCF) and intends to do so again.

## **Equalities Implications**

45. Pursuant to the Equality Act 2010 (“the Act”), the council, in the exercise of its functions, has to have ‘due regard’ to (i) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a relevant protected characteristic and those without; and (iii) fostering good relations between those with a relevant protected characteristic and those without. The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.
46. When making decisions, the Council must take account of the equality duty and in particular any potential impact on protected groups. The equality impacts of the recommended rent increase option will be assessed via an Equalities Impact Assessment being undertaken, and the results being incorporated in the February Cabinet report following consultation with our tenant, leaseholder and resident representative groups on the proposal. This will take account of the ongoing implications for tenants of welfare reform and the single room subsidy benefit changes. Overall there is no proposed change to the current rent policy.

## **Financial Implications**

47. Financial matters are integral to this report

## **Performance Implications**

48. During Q2 of 2013/14 we have successfully sustained, and in many areas improved performance despite the impacts of welfare reform beginning to bite. We continue to proactively work with those most affected by the welfare reform changes to mitigate where possible, the impact and to manage budgetary demands arising from the reforms as well as customer needs and expectations. A snapshot of the Q2 performance data for HRA related services is attached as Appendix 8.

## **Environmental Impact**

49. The HRA Budget 2014-15 includes investment in a number of areas that will improve the energy efficiency of the Council’s housing stock and thus make a contribution towards delivering the Council’s Climate Change Strategy. The Asset Management Strategy action plan that is being developed is intended to address elements of the “Delivering Warmer Homes” (HECA) strategy which was reported to DECC in March 2013. The investment, and additionally will take account of the potential impact of the ECO funding deal currently being finalised negotiated with British Gas and

any other initiatives impacting on the energy performance of the Council's housing stock.

## Risk Management Implications

50. The key risks which should be highlighted, and which are referenced in the main body of the report, are those associated with the changes in the RTB arrangements and, for the longer HRA business plan, interest rate risk. Whilst these are real risks to the HRA these are not considered to be significant in the short term.

51. These risks are detailed on the Housing risk register.

## Corporate Priorities

The report is in line with Corporate Priorities.

## Section 3 - Statutory Officer Clearance

Name: Simon George	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 November 2013		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 19 November 2013		

## Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	On behalf of the Divisional Director Strategic Commissioning
Date: 29 November 2013		

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	On behalf of the Corporate Director (Environment & Enterprise)
Date: 29 November 2013		

## Section 6 - Contact Details and Background Papers

### Contact:

Dave Roberts, Finance Business Partner – Housing Services  
Tel: 0208 420 9678 (Ext 5678)

### Background Papers:

- [Housing Business Plan Report to Cabinet June 2013](#)

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

**NOT APPLICABLE**

*[Call-in applies]*

**Appendix 1**  
**HRA Budget 2014-15 and MTFS 2015-16 to 2017-18 – Expenditure**

<b>All figures in £s</b>	<b>Budget 2014-15 (proposed)</b>	<b>Budget 2015-16 (proposed)</b>	<b>Budget 2016-17 (proposed)</b>	<b>Budget 2017-18 (proposed)</b>
<b>Operating Expenditure:</b>				
<b>Employee Costs</b>	<b>2,435,160</b>	<b>2,461,850</b>	<b>2,489,060</b>	<b>2,516,800</b>
<b>Supplies &amp; Services</b>	<b>913,260</b>	<b>844,020</b>	<b>858,900</b>	<b>874,080</b>
<b>Utility cost (Water &amp; Gas)</b>	<b>642,000</b>	<b>669,550</b>	<b>698,380</b>	<b>728,560</b>
<b>Estate &amp; Sheltered Services</b>	<b>2,744,290</b>	<b>2,870,650</b>	<b>2,934,640</b>	<b>3,000,300</b>
<b>Central Recharges</b>	<b>3,439,750</b>	<b>3,522,580</b>	<b>3,607,400</b>	<b>3,694,270</b>
<b>Operating Expenditure</b>	<b>10,174,460</b>	<b>10,368,650</b>	<b>10,588,380</b>	<b>10,814,010</b>
<b>Repairs Expenditure:</b>				
<b>Repairs - Voids</b>	<b>874,390</b>	<b>881,770</b>	<b>899,410</b>	<b>917,400</b>
<b>Repairs - Responsive</b>	<b>3,192,790</b>	<b>3,257,900</b>	<b>3,323,060</b>	<b>3,389,520</b>
<b>Repairs – Other</b>	<b>2,380,430</b>	<b>2,430,360</b>	<b>2,481,250</b>	<b>2,533,110</b>
<b>Repairs Expenditure</b>	<b>6,447,610</b>	<b>6,570,030</b>	<b>6,703,720</b>	<b>6,840,030</b>
<b>Other Expenditure:</b>				
<b>Contingency - General</b>	<b>236,280</b>	<b>233,310</b>	<b>234,170</b>	<b>238,850</b>
<b>Investment in Services</b>	<b>223,750</b>	<b>208,780</b>	<b>193,560</b>	<b>197,430</b>
<b>Impairment allowance</b>	<b>400,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>RCCO</b>	<b>-</b>	<b>-</b>	<b>1,871,930</b>	<b>2,437,360</b>
<b>Affordable Housing</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Grants to Move</b>	<b>162,870</b>	<b>161,450</b>	<b>159,320</b>	<b>157,130</b>
<b>Charges for Capital</b>	<b>6,399,900</b>	<b>6,400,420</b>	<b>6,375,700</b>	<b>6,331,680</b>
<b>Depreciation</b>	<b>6,588,880</b>	<b>6,562,260</b>	<b>6,535,640</b>	<b>6,509,020</b>
<b>Other Expenditure</b>	<b>14,311,680</b>	<b>13,966,220</b>	<b>15,770,320</b>	<b>16,271,470</b>
<b>Total Expenditure</b>	<b>30,933,750</b>	<b>30,904,900</b>	<b>33,062,420</b>	<b>33,925,510</b>



Appendix 1 (continued)  
HRA Budget 2014-15 and MTFS 2015-16 to 2017-18 - Income

All figures in £s	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)	Budget 2017-18 (proposed)
<b>Income</b>				
Rent Income – Dwellings	(28,604,450)	(29,268,970)	(29,953,630)	(30,633,000)
Rent Income – Non Dwellings	(711,100)	(714,530)	(718,090)	(721,790)
Service Charges – Tenants	(1,172,240)	(1,198,990)	(1,226,500)	(1,239,890)
Service Charges – Leaseholders	(488,550)	(500,770)	(513,420)	(526,520)
Facility Charges (Water & Gas)	(561,840)	(590,180)	(617,990)	(647,130)
Interest	(3,600)	(3,600)	(3,600)	(3,600)
Other Income	(81,230)	(82,480)	(83,780)	(85,130)
Recharge to General Fund	(163,000)	(163,000)	(163,000)	(163,000)
<b>Total Income</b>	<b>(31,786,010)</b>	<b>(32,522,520)</b>	<b>(33,280,010)</b>	<b>(34,020,060)</b>
<b>In Year Deficit / (Surplus)</b>	<b>(852,260)</b>	<b>(1,617,620)</b>	<b>(217,590)</b>	<b>(94,550)</b>
<b>BALANCE brought forward</b>	<b>(3,808,036)</b>	<b>(4,660,296)</b>	<b>(6,277,916)</b>	<b>(6,495,506)</b>
<b>BALANCE carried forward</b>	<b>(4,660,296)</b>	<b>(6,277,916)</b>	<b>(6,495,506)</b>	<b>(6,590,056)</b>

## Average Rent & Service Charges

## Appendix 2

Description	No. units	2013-14 Total Weekly Charge	2014-15 Rent	2014-15 Service Charge	2014-15 Total	Increase £
Bedsit bungalow	20	£98.36	£100.83	£2.57	£103.40	£5.04
1 Bed bungalow	116	£108.63	£111.97	£2.17	£114.14	£5.51
2 Bed bungalow	25	£124.22	£126.81	£3.38	£130.19	£5.97
Bedsit flat	84	£85.33	£85.67	£3.87	£89.54	£4.21
1 bed flat	1,222	£94.64	£95.98	£3.40	£99.38	£4.74
2 bed flat	819	£107.53	£109.36	£3.90	£113.26	£5.73
3 bed flat	45	£118.08	£119.77	£4.55	£124.32	£6.24
1 bed Maisonette	6	£88.62	£92.41	£0.39	£92.80	£4.18
2 bed Maisonette	53	£106.86	£108.94	£3.56	£112.50	£5.64
3 bed Maisonette	46	£118.74	£120.81	£4.08	£124.89	£6.15
4 bed Maisonette	1	£125.76	£132.41	£0.00	£132.41	£6.65
2 bed Parlour House	34	£118.75	£123.66	£1.19	£124.85	£6.10
3 bed Parlour House	543	£131.51	£136.47	£1.65	£138.12	£6.61
4 bed Parlour House	57	£142.39	£147.21	£2.31	£149.52	£7.13
5 & 6 bed Parlour House	10	£151.80	£158.05	£1.14	£159.19	£7.39
2 bed Non Parlour House	521	£115.74	£119.74	£1.94	£121.68	£5.94
3 bed Non Parlour House	745	£126.77	£131.25	£2.07	£133.32	£6.55
4 bed Non Parlour House	31	£140.60	£144.40	£2.92	£147.32	£6.72
5,6 & 7 bed Parlour House	6	£154.35	£158.74	£1.11	£159.85	£5.50
Sheltered bedsit	55	£86.32	£87.42	£2.56	£89.98	£3.66
Sheltered – other units	501	£93.08	£94.15	£3.08	£97.23	£4.15
<b>Total</b>	<b>4,940</b>	<b>£109.75</b>	<b>£112.43</b>	<b>£2.85</b>	<b>£115.28</b>	<b>£5.53</b>

The average charge during 2013-14 was £109.75 per week comprising £107.00 rent and £2.75 service charge compared to the budgeted £106.88 and £2.74 per week respectively.

The rent increase for 2014-15 is based on the continuation of rent convergence, i.e. a maximum of Retail Prices Index (RPI) plus 0.5% plus £2 for any individual property. This yields an average rent of £112.43 and an average service charge of £2.85 per week, representing an average increase of 5.1% and 3.7% respectively.

**Garages & parking space charges****Appendix 3**

	<b>Current Weekly Rental</b>	<b>Proposed Weekly Rental</b>
	<b>2013-14</b>	<b>2014-15</b>
	£	£
Garages	14.05	14.05
Car Spaces	9.16	9.16

<b>Sheltered Block</b>		<b>Current average weekly facility charge (Heating)</b>	<b>Proposed average weekly facility charge 10% increase (Heating)</b>
	<b>No. of Properties</b>	<b>2013-2014</b>	<b>2014-2015</b>
Alma Court	30	12.08	13.29
Belmont Lodge	30	12.05	13.26
Boothman House	30	12.05	13.26
Cornell House	30	12.10	13.31
Durrant Court	27	12.05	13.26
Edwin Ware Court	30	10.15	11.17
Goddard Court	30	12.10	13.31
Grahame White House	30	12.10	13.31
Grange Court	30	10.10	11.11
Harkett Court	30	12.05	13.26
Harrow Weald Park 0 Bed	12	8.20	9.02
Harrow Weald Park 1 Bed	19	11.00	12.10
John Lamb Court	32	12.70	13.97
Meadfield	30	12.10	13.31
Sinclair House	27	12.10	13.31
Tapley Court	26	12.05	13.26
Thomas Hewlett House	30	12.10	13.31
Watkins House	43	12.67	13.94
William Allen House	29	10.95	12.05
<b>Resident Warden Accommodation</b>	11	16.35	17.99
<b>Other Non-Sheltered</b>	95	10.65	11.72

## Water Charges

## Appendix 5

Sheltered Block	No.of flats	Current Range Water Charge 2013-2014		Proposed Range Charge at 4% increase for 2014-2015		Amount of increase	Average Charge 2014-2015	% Increase	Income per Week per Block 2014-2015
		Lower	Higher	Lower	Higher				
Alma Court	30	£4.24	£4.24	£4.41	£4.41	£0.17	£4.41	4.00%	£132.30
Belmont Lodge	30	£4.36	£4.36	£4.53	£4.53	£0.17	£4.53	4.00%	£135.90
Boothman House	30	£4.50	£4.50	£4.68	£4.68	£0.18	£4.68	4.00%	£140.04
Cornell House	30	£4.44	£4.63	£4.62	£4.82	£0.19	£4.72	4.00%	£141.60
Durrant Court	27	£4.24	£4.69	£4.41	£4.88	£0.19	£4.65	4.00%	£125.55
Edwin Ware Court	30	£3.77	£4.69	£3.92	£4.88	£0.17	£4.40	4.00%	£132.00
Goddard Court	30	£4.36	£4.36	£4.53	£4.53	£0.17	£4.53	4.00%	£135.90
Grahame White House	30	£4.50	£4.50	£4.68	£4.68	£0.18	£4.68	4.00%	£140.40
Grange Court	30	£3.58	£4.50	£3.72	£4.68	£0.16	£4.20	4.00%	£126.00
Harkett Court	30	£4.50	£4.50	£4.68	£4.68	£0.18	£4.68	4.00%	£140.40
Harrow Weald Park	31	£3.58	£4.81	£3.72	£5.00	£0.17	£4.36	4.00%	£135.16
John Lamb Court	32	£4.50	£4.50	£4.68	£4.68	£0.18	£4.68	4.00%	£149.76
Meadfield	30	£4.44	£4.63	£4.62	£4.82	£0.19	£4.72	4.00%	£141.60
Sinclair House	27	£4.24	£4.24	£4.41	£4.41	£0.17	£4.41	4.00%	£119.07
Tapley Court	26	£4.24	£4.50	£4.41	£4.68	£0.18	£4.55	4.00%	£118.30
Thomas Hewlett House	30	£4.44	£4.44	£4.62	£4.62	£0.18	£4.62	4.00%	£138.60
Watkins House	43	£3.77	£3.77	£3.92	£3.92	£0.15	£3.92	4.00%	£168.56
William Allen House	29	£3.58	£4.50	£3.72	£4.68	£0.16	£4.20	4.00%	£121.80
Total No.of Sheltered Flats	545								£2,442.94
Resident Warden Accommodation	11	£6.20	£6.20	£6.45	£6.45	£0.25	£6.45	4.00%	£70.95
Total Sheltered Flats incl Warden	556								
Other Non-Sheltered	95	£4.44	£4.44	£4.62	£4.62	£0.18	£4.62	4.00%	£438.90

Community Hall and Capacity	Current 2013-14			Proposed 2014-15		
	Charges per first 3 hours block booking then subsequent hourly rate			Charges per hour letting 4% Price Increase		
	Evening Rate	Daytime Rate	Weekend Rate	Evening Rate	Daytime Rate	Weekend Rate
	£	£	£	£	£	£
Augustine Road [max 30]	20.80	10.40	31.20	21.63	10.82	32.45
Marsh Road Hall [max 30]	20.80	10.40	31.20	21.63	10.82	32.45
Brookside Hall [max 30]	20.80	10.40	31.20	21.63	10.82	32.45
Woodlands Hall [max 60]	31.20	15.60	42.60	32.45	16.22	44.30
Churchill Place [max 100]	41.60	18.70	52.00	43.26	19.45	54.08
Kenmore Park [max 100]	41.60	18.70	52.00	43.26	19.45	54.08
Pinner Hill Hall [max 100]	41.60	18.70	52.00	43.26	19.45	54.08
Northolt Road [max 100]	41.60	18.70	52.00	43.26	19.45	54.08

Terms & Conditions associated with Hall lets:

- Lets to Tenants and Residents Associations are free, providing 4 weeks notice is provided.
- Charges shown are exclusive of VAT at 20% and Insurance Premium at 7%
- Day time rates are from 9.00am to 3.30pm
- Commercial lets will be charged at above hourly rates plus 20%.
- Registered Charities will receive a discount of 50% (9.00am to 3.30pm only).
- Block Bookings of 6 months minimum will receive a 25% discount.
- A refundable deposit of £100 against loss or damage will be required by all other users.

Of the 11 community centres, there are a number of premises that are fully let and supported by lease agreements and therefore charges not levied in accordance with the above schedule. These are:

- Methuen Road community centre is fully let to Flash Musicals Youth Theatre group on a lease agreement of £25,000 rent per annum.
- Stone Gardens hall is fully let as a nursery on a lease agreement of £10,000 rent per annum.
- Northolt Road hall is partly let as a nursery on a lease agreement of £5,200 rent per annum.
- Churchill Place hall is partly let as a nursery on a lease agreement of £10,000 rent per annum.

<b>Budget Description</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	£	£	£	£
Internal Works	3,628,120	3,928,120	4,428,120	4,228,120
External Works	1,586,450	1,586,970	1,671,490	2,300,000
M & E	920,000	920,000	920,000	920,000
Garages	61,500	61,500	61,500	61,500
Aids and Adaptations	615,000	615,000	615,000	615,000
Capitalisation Responsive Repairs	142,500	142,500	142,500	142,500
Capitalised Salaries	317,000	317,000	317,000	317,000
Develop Wider Housing Initiatives Pot	256,240	256,240	256,240	555,000
<b>HRA Capital Investment</b>	<b>7,526,810</b>	<b>7,827,330</b>	<b>8,411,850</b>	<b>9,139,120</b>
Affordable Housing Programme	2,000,000	4,400,000		
<b>Total HRA Capital Programme</b>	<b>9,526,810</b>	<b>12,227,330</b>	<b>8,411,850</b>	<b>9,139,120</b>

Housing Scorecard 2013-14					
Indicator (cumulative for the year unless stated otherwise)	June actual / Q1	Q1 target	Sept actual / Q2	Q2 target	Current Assessment
<b>Voids</b>					
Average time taken to re-let LA housing (days) (excludes times taken for major works) - per quarter [VFM PI]	25	18	15.23 (for Q2)	18	Significant improvement in Void turnaround time
<b>Resident Services</b>					
LA rent collection and arrears: proportion of rent collected. (includes current tenant arrears b/f)	94.23%	94.0%	97.72%	95.0%	Above target collection rate been achieved inspite of ongoing welfare reform.
Current tenants arrears (£k)	441	440	496	440	Figure calculated immediately prior to direct debit run which would result in a credit of approximately £24k (£472). Detailed analysis of the impact of spare room subsidy is ongoing and resources targeted at those cases require intensive support.
Leasehold Service Charge arrears (£k)	115K	142K	66K	£110k	Further monthly reporting mechanisms to be agreed.
% of new tenants visited within 6 weeks of tenancy sign up - quarterly	100%	100%	96%	100%	89 new let visits due 1 not met. 11 Mutual exchange visits due 3 not met. New tenancy visit process, as a result of the Tenant Scrutiny Review, should reduce instances of unmet visits.
<b>Asset Management</b>					
Repairs completed in Target Time - Priority 1 - emergency	100%	96%	98.5%	96%	all PI's performing well.
Repairs completed in Target Time - Priority 2 - urgent	99%	96%	98.3%	96%	
Repairs completed in Target Time - Priority 3 - non urgent	98%	96%	97.9%	96%	
% of repairs completed at first visit	95%	90%	95.2%	90%	performing above target
% of properties with current gas servicing certificates (CP12)	99.72%	100%	99.5%	100%	
Council adaptations: average time from assessment to completion of work (weeks) quarterly performance	20	33	20	33	strong performance in delivery times and keeping average costs down
DFGs: average time taken from assessment to DFG approval date (weeks) quarterly performance	11	30	8	30	
<b>New Housing Initiatives</b>					
Number of affordable homes delivered (gross)	63	60	74	68	On target to meet revised target
no of affordable family sized rented homes completed	8	6	8	8	Revised target met.
Total no of social housing homes freed up - grants2move	0	-	29	-	Grants to Move scheme formally launched on 30th September and applications are now being accepted. 2 pilot moves have been completed. A homeownership grant pilot is underway and the tenant is currently although the tenant is reporting problems in conveyancing.



**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Calculation of Council Tax Base for 2014 - 2015
<b>Key Decision:</b>	YES
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Calculation of Council Tax Base 2014-2015

**Section 1 – Summary and Recommendations**

The Local Government Finance Act (LGFA) 1992, as amended by the LGFA 2003 & LGFA 2012, requires the Authority to formally calculate the Council Tax Base for 2014-2015 and pass this information to precepting authorities by 31 January 2014. The tax base must be set between 1 December 2013 and 31 January 2014.

**Recommendations:**

That Cabinet considers the information given in this report and agrees that :

- (a) The band D equivalent number of taxable properties is calculated as shown in accordance with the Government regulations;
- (b) The provision for uncollectable amounts of Council Tax for 2014-2015

be agreed at 2.50% producing an expected collection rate of 97.50%.

- (c) Subject to (a) & (b) above, a Council Tax Base for 2014-2015 of **78,550** Band D equivalent properties (being 80,565 x 97.50%) be approved, allowing for payment in lieu of Ministry of Defence properties.

**Reason:**

To fulfil the Council's statutory obligation to set the Council Tax Base for 2014-2015.

## Section 2 – Report

### 1. Introduction

1.1 The Local Government Finance Act 1992, as amended by the LGFA 2003 & LGFA 2012, requires the Authority to calculate the Council Tax Base for 2014-2015 and pass this information by 31 January 2014 to precepting authorities. The Tax Base must be set between the 1 December and 31 January.

1.2 The Council's Tax Base has been calculated, according to the relevant procedures and guidance for 2014-2015, at 78,550 net properties. The Tax Base has two parts:

- (a) The number of taxable properties shown as 'band D equivalents' and
- (b) The expected collection rate for the year.

1.3 The calculation method is set out in the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as amended. The regulations require that calculations must be shown for each tax band as well as a total for all bands. The detailed calculation of the band D equivalent properties is shown at Appendix 1. For calculating the Tax Base, (and setting the Council Tax) properties in each of the eight valuation bands are given different weightings. These weightings are shown as a proportion of the band D value. These are shown below:

Band	A	B	C	D	E	F	G	H
Weighting	6/9	7/9	8/9	1	11/9	13/9	15/9	2

## **2. Background**

- 2.1 The Regulations state that the calculation of the Tax Base must be based on the Valuation list produced by the Listing Officer of HM Revenue & Customs as it stands on 30 November in the year preceding that for which the relevant amount is calculated (i.e. at 30 November 2013 for the financial year 2014-2015). It must show actual numbers of properties at that date and allow for the effects of discounts and exemptions including the council tax support scheme discount (CTS). It must also show likely changes to bands, new properties, properties taken off the valuation list and likely changes to discounts, empty properties and exemptions for 2014-2015.
- 2.2 For 2013-2014 the percentage collection rate used was 97.50%. For 2014-2015 a budgeted collection rate of 97.50% is again being recommended. This is due to the fact that reduced council tax support is being awarded to eligible claimants under the localised council tax support scheme which will create collection challenges.
- 2.3 The overall collection rate also takes into account the current economic climate, the expected losses and also our historical success in achieving an eventual recovery rate of just over 98.5% over a period of approximately 36 months (although this is expected to be 1% lower in future because of the introduction of CTS). The expected collection rate is the percentage of Council Tax to be collected after estimating uncollectable amounts.
- 2.4 This does not mean that collection efforts will stop once the budgeted collection levels have been reached, or that eventual losses will necessarily be 2.50%. It is, however, essential that an adequate non-collection allowance be made each year. The Government recognises that no billing authority can collect every pound of Council Tax and that an element of collection will continue after the relevant year. The legislation provides for non-collection to be compensated for by an element within the Council Tax Base itself.

## **Legal Implications**

- 2.5. The Council must legally agree the Council Tax Base for 2014-2015 by 31 January 2014.
- 2.6. Section 31B of the Local Government Finance Act 1992, as inserted by the Localism Act 2011, imposes a duty on Harrow, as a billing authority, to calculate its Council Tax by applying a formula laid down in that Section. The formula involves a figure for the Council Tax Base for the year, which must itself be calculated.
- 2.7. The Local Authority (Calculation of Council Tax Base) (England) Regulations 2012 SI.2914, require a billing authority to use a given formula to calculate the Council Tax Base. This is the formula set out and followed in the appendix to this report.

- 2.8 In respect of item Z, which relates to the authority's council tax reduction scheme, the regulations allow for an estimate, rather than a defined formula. To arrive at the total value number of dwellings to be removed from the council tax base as a result of Harrows' local council tax reduction scheme, Harrow has estimated the total amount of reductions granted in each band and divided that figure by the estimated council tax bill for the band.
- 2.9. Legislation also imposes a duty on the Council to calculate the Council Tax Base within a prescribed period which is laid down in the Regulations as between 1 December and 31 January.
- 3.0. Section 67 Local Government Finance Act 1992 was amended by section 84 of the Local Government Act 2003, (and more recently the Localism Act 2011), to enable Full Council to delegate the power to set the tax base to the Executive. The constitution was duly amended at full Council on 20 October 2005.

### **Financial Implications**

This is a report of the Corporate Director of Resources and deals with financial matters throughout. The tax base of 78,550 will be reflected in the Council's Revenue Budget for 2014-15.

### **Performance Issues**

The Council Tax collection rate is no longer a national indicator but is monitored locally. The completion of the Council's statutory obligation to set a Council Tax Base as described contributes to a favourable audit opinion.

Collection over the last three financial years has been as below and in the current year at quarter 2 stands at 56.76%.

	2010/11	2011/12	2012/13
Council Tax collected %	97%	97.8%	97.7%

Due to the introduction of localised council tax support from 1/4/2013, the overall collection rate has changed from 98.5% to 97.5% with effect from 1/4/2013 which has been factored in to the overall tax base calculation. This is due to the fact that only 70% is expected to be collected from the £5.1m proportion of the council tax which relates to the additional amount due to be paid by working age claimants, many of whom are in receipt of income support or job seekers allowances. For the rest, and the large majority of council tax income, a collection rate of 98.5% is still expected and has been used in the taxbase.

### **Environmental Impact**

None

### **Risk Management Implications**

Whilst Officers have estimated the tax base as accurately as possible within the data available, there is a risk that either working age or pensioner claimant

numbers rise above the estimates, potentially causing the scheme to overspend therefore reducing the tax take.

Consideration should be given to leaving a surplus balance in the collection fund in future years. The potential “headroom” this surplus would provide could mitigate against in year variations to localised council tax support spend which may not have been factored in, therefore reducing or eliminating any potential deficit in the collection fund.

### **Equalities implications**

None

### **Corporate Priorities**

Agreeing the tax base allows the Council to set council tax levels which is a fundamental part of the Council’s budget process. Council Tax revenue is an essential part of the Council’s overall budget and helps to support corporate priorities.

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

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 November 2013		

Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 November 2013		

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

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 12 November 2013		

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker



on behalf of the  
Corporate Director of  
Environment and  
Enterprise

Date: 12 November 2013

## Section 6 - Contact Details and Background Papers

**Contact:** Fern Silverio (Divisional Director – Collections & Housing Benefits)  
Tel: 020-8736-6818 / email: [fern.silverio@harrow.gov.uk](mailto:fern.silverio@harrow.gov.uk)

### Background Papers:

- The Local Authorities (Calculation of Council Tax Base) Regulations 1992, SI No.612 as amended, The Local Authorities (Calculation of Council Tax Base)(England) Regulations 2012, SI No.2914  
<http://www.legislation.gov.uk/ukxi/2012/2914/body/made>
- SI No.3012 of 2003, LGFA 1992, LGFA 2012, LGA 2003,  
<http://legislation.data.gov.uk/ukxi/2003/3012/made/data.htm?wrap=true>

### Appendix 1

Calculation of the Council Tax Base for 2014/15

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

**NOT APPLICABLE**

*[Call-in applies]*

Appendix 1:		Calculation of the Council Taxbase for 2014-2015									
		SI No. 2914 The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012									
		<b>((H - Q + E + J) - Z) x (F divided by G)</b>									
Line	Band	@	A	B	C	D	E	F	G	H	Total
<b>Actual current properties</b>											
1	Dwellings on database 30/11/13	0	579	3,426	19,140	28,027	21,796	7,797	6,058	1,149	87,972
2	Exemptions (minus)	0	14	106	327	288	173	82	67	11	1,068
Disabled Reductions of Band:											
3	Add to Lower Bands	0	3	27	173	255	102	55	16	0	631
4	Take from Higher Bands (minus)	0	0	3	27	173	255	102	55	16	631
5	<b>Line 1-2+3-4 = H</b>	<b>0</b>	<b>568</b>	<b>3,344</b>	<b>18,959</b>	<b>27,821</b>	<b>21,470</b>	<b>7,668</b>	<b>5,952</b>	<b>1,122</b>	<b>86,904</b>
6	Number in H above Entitled to One 25% Discount		-340	-2,021	-7,480	-6,126	-4,169	-1,367	-843	-101	-22,447
7	<b>Line 6 x 25%</b>		<b>-85.00</b>	<b>-505.25</b>	<b>-1870.00</b>	<b>-1531.50</b>	<b>-1042.25</b>	<b>-341.75</b>	<b>-210.75</b>	<b>-25.25</b>	<b>-5611.75</b>
8	Number in H above Entitled to Two 25% (50%) Discount		0	-1	-2	-12	-14	-11	-22	-13	-75
9	<b>Line 8 X 50%</b>		<b>0.00</b>	<b>-0.50</b>	<b>-1.00</b>	<b>-6.00</b>	<b>-7.00</b>	<b>-5.50</b>	<b>-11.00</b>	<b>-6.50</b>	<b>-37.50</b>
10	No in H above entitled to 50% discount		0	0	0	0	0	0	0	0	0
	50% of above		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11	No in H above entitled to 0% discount		0	0	0	0	0	0	0	0	0
	0% of above		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12	<b>Total Discounts = Q</b>		<b>-85.00</b>	<b>-505.75</b>	<b>-1871.00</b>	<b>-1537.50</b>	<b>-1049.25</b>	<b>-347.25</b>	<b>-221.75</b>	<b>-31.75</b>	<b>-5649.25</b>
13	<b>Line 5+ Line 12</b>	<b>0</b>	<b>483.00</b>	<b>2,838.25</b>	<b>17,088.00</b>	<b>26,283.50</b>	<b>20,420.75</b>	<b>7,320.75</b>	<b>5,730.25</b>	<b>1,090.25</b>	<b>81,254.75</b>
	No entitled to be charged 50% premium		2	1	13	14	18	4	7	2	61
	<b>Total Premiums = E</b>		<b>3.00</b>	<b>1.50</b>	<b>19.50</b>	<b>21.00</b>	<b>27.00</b>	<b>6.00</b>	<b>10.50</b>	<b>3.00</b>	<b>91.50</b>
<b>Estimated changes likely</b>											
14	* Properties Awaiting Banding	0	0	0	0	0	0	0	0	0	0
15	**New Properties	0	0	0	0	0	0	0	0	0	0
16	<b>Line 14 + Line 15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	Properties to be Deleted		-15	-56	-75	-88	-34	-19	-9	-4	-300
18	Known Errors in Valuation List		0	0	0	0	0	0	0	0	0
19	<b>Line 17 + Line 18</b>	<b>0</b>	<b>-15</b>	<b>-56</b>	<b>-75</b>	<b>-88</b>	<b>-34</b>	<b>-19</b>	<b>-9</b>	<b>-4</b>	<b>-300</b>
20	<b>Line 16 + Line 19</b>	<b>0</b>	<b>-15</b>	<b>-56</b>	<b>-75</b>	<b>-88</b>	<b>-34</b>	<b>-19</b>	<b>-9</b>	<b>-4</b>	<b>-300</b>
21	Assumed Exemptions on Ratio of Line 2 to 1		0	0	0	0	0	0	0	0	0
22	Assumed Discounts on Ratio of Line 12 to 5		0	0	0	0	0	0	0	0	0
Changes to Status of Existing Properties:											
23	Change in Discounts		0	0	0	0	0	0	0	0	0
24	Change in Exemptions		0	0	0	0	0	0	0	0	0
Expected appeals against bands:											
25	Add to Lower Bands		5	28	44	31	19	14	4	0	145
26	Take from Higher Bands		0	-5	-28	-44	-31	-19	-14	-4	-145
27	<b>Line 20+21+22+23+24+25+26 = J</b>	<b>0</b>	<b>-10</b>	<b>-33</b>	<b>-59</b>	<b>-101</b>	<b>-46</b>	<b>-24</b>	<b>-19</b>	<b>-8</b>	<b>-300</b>
<b>CTR Discount</b>											
	Ttl Band reduction based on total monet	0	-131	-1057	-3672	-3590	-1754	-352	-93	-3	-10652
	Expected in year changes		-1	-3	-8	-12	-9	-4	-1	0	-38
28	<b>Total CTS Band Equivalent</b>	<b>0</b>	<b>-132</b>	<b>-1060</b>	<b>-3680</b>	<b>-3602</b>	<b>-1763</b>	<b>-356</b>	<b>-94</b>	<b>-3</b>	<b>-10690</b>
	<b>Total CTR Discount = Z</b>		<b>-132.00</b>	<b>-1060.00</b>	<b>-3680.00</b>	<b>-3602.00</b>	<b>-1763.00</b>	<b>-356.00</b>	<b>-94.00</b>	<b>-3.00</b>	<b>-10690.00</b>
29	<b>H - Q + E + J - Z</b>	<b>0.00</b>	<b>344.00</b>	<b>1746.75</b>	<b>13368.50</b>	<b>22601.50</b>	<b>18638.75</b>	<b>6946.75</b>	<b>5627.75</b>	<b>1082.25</b>	<b>70356.25</b>
30	To calculate band equivalents		0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
31	<b>Band D Equivalent: Lines 29x30</b>	<b>0</b>	<b>229.33</b>	<b>1358.58</b>	<b>11883.11</b>	<b>22601.50</b>	<b>22780.69</b>	<b>10034.19</b>	<b>9379.58</b>	<b>2164.50</b>	<b>80431.50</b>
32	Contributions in lieu of Class O	0.0	0.0	0.0	42.0	61.0	0.0	13.0	15.0	2.0	133
33	<b>Band D equivalent for Taxbase calculation</b>										<b>80,565</b>
34	<b>Band D Equivalent for Taxbase Calculation</b>										<b>80565</b>
											<i>Before allowance for collection rate</i>
35	<b>Band D equivalent for Taxbase calculation after non-collection allow</b>										<b>78550</b>

169

applied

Apply lower tax base & to cater for extra risk on collection - 2.5% rather than 1.5% to cater for extra BDP required re 30% non collection on CTS element & regarding Discounts & Exemptions changes

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## **REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Calculation of Business Rates Income for 2014 – 2015
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Portfolio Holder:</b>	Councillor Toni Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	None

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

The Local Government Finance Act 1988 places a duty on the authority to calculate the business rates for the area annually as part of its budget setting process.

Regulations require billing authorities to formally calculate the estimated level of non domestic rates (NDR) it anticipates to collect for 2014-2015 and pass this information to the Secretary of State and precepting authorities by 31 January in the preceding year.

**Recommendations:**

That Cabinet considers the information given in this report and agrees that :

1. The non domestic rates estimates and calculations are calculated in accordance with the regulations as follows:

		£m
	Projected NDR Income 2014/15	49.618
Less	Payable to DCLG (50% Central Share)	(24.809)
Less	Payable to the Greater London Authority (20%)	<u>(9.924)</u>
Equals	Amount to be retained by Harrow (30%)	<b>14.885</b>

2. The above information is provided to the Secretary of State and GLA by 31 January 2014.

**Reason:**

To fulfil the Council's statutory obligation to provide estimates and calculations in relation to NDR for 2014-2015.

## Section 2 – Report

### 1 Introduction

- 1.1 The Local Government Finance Bill was introduced in December 2011 and set out the Government's intention to introduce a Business Rate Retention (BRR) scheme from 01 April 2013.
- 1.2 The scheme provides for non-domestic rates collected by a billing authority to be shared between it, its major precepting authorities and central government. It also provides that certain sums are to be treated as being outside the scheme. These sums are retained in their entirety by the billing authority (or by the billing authority and some, or all, of its major preceptors).
- 1.3 Subsequent amendments to the statutory framework require a billing authority, before the beginning of a financial year, to forecast the amount of business rates that it will collect during the course of the year and, from this, to make a number of allowable deductions in order to arrive at a figure for its non-domestic rating income. The calculation that Harrow makes before the start of the financial year determines how much Harrow must pay to central government and its major precepting authorities during the course of the year.

- 1.4 There is no change to the way business rates are calculated; these continue to be set nationally. There is also no change to the existing mandatory and discretionary reliefs available to eligible ratepayers.

## **2. Background**

- 2.1 Under the Local Government Finance Act 1988, as amended by the LGFA 2012, regulations set out detailed formulae for the calculation of an annual estimated Business Rates. The starting point is the amount payable by businesses to the authority under s.43 and 45 of the 1988 Act in the preceding year. An estimate is then calculated taking into account adjustments for RPI, transitional protection payments, collection costs and disregarded amounts. At the end of each year the authority must arrange for calculations and amounts to be certified in accordance with arrangements set out by the Secretary of State.
- 2.2 The above net resultant figure will then be divided by two. This will identify 50% to be paid to the Central Pool (Government). The other 50% will then be split 60/40 with the GLA, the 60% retained by Harrow equating to 30% of the overall total net yield.
- 2.3 Throughout the year, the authority retains a fixed amount and pays a fixed amount to preceptors. Any difference between forecast amounts and final outturns will result in a surplus, or deficit on the billing authority's Collection Fund. Any such surplus or deficit is shared between the parties to the Pool and has to be taken into account as part of the future year's budget process.

### **2.4 Harrow's NDR 2014/15 Tax Base**

- 2.5 The forecast in this report takes into account the latest data available including a list of all proposals outstanding (as provided by the Valuation Officer), an analysis of properties likely to be removed from the valuation list as well as an analysis of new potential properties coming into the list, an estimate of likely reliefs, reductions due to appeals and an estimate of likely losses due to some debts being uncollectable.
- 2.6 The forecast is required to be formally notified to DCLG and preceptors. This is done by billing authorities having to complete a business rates return estimating the likely business rates. The return takes the form of a formal National Non-Domestic rates return 1 (NDR 1) and uses the data used for the Council's Business Rates Tax Base estimate.
- 2.7 The calculation of Harrow's NDR income figure for 2014/15 and for the formal outturn is therefore as follows;

Gross Rates Yield: Total Rateable value x NDR rate multiplier
Less Mandatory Reliefs
Less Discretionary Reliefs
Less estimated losses on Collection
Less Allowance for costs of collection (as set by DCLG formula)
Plus or Minus Rate Retention Adjustments for: Change in Rateable Value due to growth or reduction in property numbers Adjustment due to Appeals
Net Business Rates Yield and base of the calculation of central and local shares

## 2.8 Table 1

### Projected NDR income calculation for 2014/15 –(using November 2013 data)

Local Authority	Harrow		
	£m		
Gross Rateable value November 2013	128.912	a	
Small Business Rate Multiplier	0.462	b	
Inflation Assumption	3.20%	c	
Business Rate Multiplier 2014/15	0.477	d	b x c(+b)
<b>Notional gross yield figure</b>	<b>61.463</b>	<b>e</b>	<b>a x d</b>
Losses due Small business rate relief	2.750	r	
Change in notional gross yield 2013/14 to 2014/15	103.2%	g	
Projected small business rate relief 2014/15	2.838	h	f x g
Losses due to Empty property exemptions	1.900	i	
Change in notional gross yield 2013/14 to 2014/15	103.2%	j	
Projected Empty property exemptions 2014/15	1.960	k	i x j
Mandatory relief	4.650	l	
Change in notional gross yield 2013/14 to 2014/15	103.2%	m	
Projected Mandatory Relief 2014/15	4.799	n	l x m
Discretionary relief	0.59	o	
Change in notional gross yield 2013/14 to 2014/15	103.2%	p	
Projected Discretionary Relief 2014/15	0.61	q	o x p
Cost of collection	0.254	r	
<b>Projected contribution to the pool</b>	<b>51.551</b>	<b>s</b>	<b>e-h-k-n-q-r</b>
Losses in collection 2%	1.031	t	
Losses on appeal 2.4%	0.902	u	
Losses due to Enterprise Zones	0.000	v	
Losses on Transitional Relief (net) <b>(Ignore)</b>	<b>0.098</b>	w	
Gains due to Renewable Energy schemes	0.000	x	
Gains due to New Developments	0.000	y	
<b>Net contribution to the pool</b>	<b>49.618</b>	<b>z</b>	<b>s- t-u</b>
<b>Contribution to pool</b>	<b>49.618</b>		
Less Central Share (50% to Government)	-24.809		
Less Fire Authority share	-0.496		
Less GLA Transport	-9.428		
<b>NDR Income retained</b>	<b>14.885</b>		

## **2.9 Legal Implications**

2.10 Schedule 7B of the Local Government Finance Act 1988, as amended, reserves the right for the Secretary of State to direct billing authorities to make calculations and supply information and in the absence of such a direction, to make regulations imposing similar requirement. Regulations require that on or before 31 January in the preceding year, billing authorities must estimate the amount of NDR income, calculate the amount of the central share, calculate the amount for each precepting authority's share, estimate the amount of qualifying relief and notify the Secretary of State and relevant precepting authority of these estimates or calculations.

2.11 The regulations contain detailed formulae for calculations. The Business Rates Tax Base has therefore been calculated according to the relevant formulae and guidance issued to date and is made up of the following;

- Estimated Gross Business Rate Yield less
- Adjustments for empty rate relief
- Adjustments for small business rate relief
- Adjustments for Mandatory Charity Relief
- Adjustments for Discretionary Rate Relief
- Adjustments for Transitional Relief
- Adjustments for enterprise zones, new builds, renewable energy schemes, other deductions
- Cost of collection
- Losses on collection
- Expected losses on appeals

2.12 At present the regulations and legislation do not appear to require decisions to be taken at a particular level within the council. In the absence of any specific statutory requirement as to decision making, it is necessary to take account of the Functions and Responsibilities Regulations 2000 which set out decisions which can and cannot be taken by the Executive.

2.13 Under the Council's constitution, approving the budget (including setting the Council Tax) is reserved to full Council. Budget is defined as allocation of financial resources to different services and projects, proposed contingency funds, setting the council tax including decisions relating to the control of the Council's borrowing requirement, the determination and control of its capital expenditure and the setting of virement limits. Certain financial decisions are also reserved to the Executive, including fixing council tax base and level of council tax and the financial strategy of the Council. Making estimations and calculations in relation to NDR within prescribed formula is akin to setting the Council Tax Base. It is therefore appropriate and proper that the decision is taken by Cabinet under Harrow's existing constitution.

## **2.14 Financial Implications**

This is a report of the Corporate Director of Resources and deals with financial matters throughout. The retained amount for Business Rates

has been determined to be **£14.885m** is reflected in the Draft Revenue Budget for 2014-15.

## 2.15 Performance Issues

Although the likely NDR income figures above are being used to estimate actual NDR income for 2014/15 and, therefore, included as such in setting the 2014/15 budget, ultimately, it will be actual NDR income received that will be available to the authority. This may be less or more than the actual estimate and brings a certain amount of risk.

In percentage terms the collection rates achieved over the last three financial years are as below and in the current year at quarter 2 is 58.3%.

	2010/11	2011/12	2012/13
Non-domestic rates collected %	96.4%	96.2%	95.4

Officers ability to both forecast NDR income for budgeting purposes and monitor actual NDR income during the year will be critical in the process and in managing potential income pressures during the year.

## 2.16 Environmental Impact

None

## 2.17 Risk Management Implications

The authority needs certainty regarding the volatility in the rating list, however this cannot be guaranteed

- As specific levels of Appeals cannot be anticipated,
- Property demolitions may occur which were not anticipated,
- There may be Valuation Officer review of assessments which give rise to reductions in rateable value,
- Substantial backdated RV reductions may occur which were not anticipated,
- Rating is “reactive”; appeals served now may not be considered and resolved for a number of years,
- Large hereditaments could have a disproportionate effect on Harrow, for example, heavy industrial plants etc, whose assessments may be challenged on multiple occasions through the life of the Rating List.

Apart from the above, other matters that may affect the bottom line business rates income are;

- Losses on collection
- Discretionary Rate Relief “top ups”
- Discretionary Section 44a relief
- Charitable Trusts
- Rate audit and appeals by Harrow against property in its own portfolio
- The issuing, or lack of issuing, completion notices.

It should also be noted that a high in year collection percentage of business rates now becomes much more important than in previous years as the local authority will now have a direct vested interest in collecting as much business rates as it can to ensure it meets its own forecast on which the budget is based.

## 2.18 Equalities implications

None

## 2.19 Corporate Priorities

The Business Rates Baseline allows the Council to raise local funding which is fundamental in supporting all corporate priorities as Business Rates Retention is a key element of the Council's overall budget.

## Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 November 2013		

Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 November 2013		

## Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 12 November 2013		

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director of Environment and Enterprise
Date: 12 November 2013		



## Section 6 - Contact Details and Background Papers

**Contact:** Fern Silverio – (Divisional Director, Collections & Housing Benefits)  
Tel: 020-8736-6818 / email: [fern.silverio@Harrow.gov.uk](mailto:fern.silverio@Harrow.gov.uk)

### Background Papers:

- Government Guidance on Business Rates Retention  
<https://www.gov.uk/government/publications/business-rates-retention-and-the-local-government-finance-settlement-a-practitioners-guide>
- The Local Finance Act 1988 as amended by the LGFA 2012  
<http://www.legislation.gov.uk/ukpga/2012/17/enacted>
- Localism Act 2011  
<http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

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

**NOT APPLICABLE**

*[Call-in applies]*

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**REPORT FOR: CABINET**

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**Date:** 12 December 2013

**Subject:** Draft Revenue Budget 2014/15 and Medium Term Financial Strategy 2014-15 to 2016-17

**Key Decision:** Yes

**Responsible Officer:** Simon George, Director of Finance and Assurance

**Portfolio Holder:** Councillor Tony Ferrari, Portfolio Holder for Finance

**Exempt:** No

**Decision subject to Call-in:** Yes

**Enclosures:** Appendices listed below

Appendices are attached as follows:

No	Appendix	Page
1	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council February 2013	6
2	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council– detailed investment / saving schedules (For information only)	6
3	MTFS 2013/14 to 2016/17 – Proposed changes to MTFS for member approval following budget re-refresh process.( These are the investments / savings that will be taken forward to set the council tax if approved by members)	6

4	MTFS 2014/15 to 2016/17 – Proposed investments / savings for member approval following budget re-fresh process. (These are the investments / savings that will be taken forward to set the council tax if approved by members)	7
5	Draft Public Health Funding 2014/15	10
6	Schools Budget 2014/15	12

Note: the page numbers in the table above refer to the small page numbers (bottom right of page) on the report itself and not the large numbers (bottom middle of page) that run throughout the agenda pack.

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

This report sets out the draft revenue budget for 2014-15 and medium term financial strategy (MTFS) for 2014-15 to 2016-17. The budget will return to Cabinet in February 2014 for final approval and recommendation to Council.

### **RECOMMENDATIONS:**

- 1) That Cabinet approves the draft budget as set out in appendix 3 for 2014-15 and the MTFS for general consultation including an anticipated 0% Council Tax increase
- 2) That Cabinet notes the current remaining budget gaps of £19.481m in 2015-16 and £18.612m in 2016/17.
- 3) That Cabinet approves the draft Public Health budget for 2014/15 as set out in Appendix 5
- 4) That Cabinet notes the statutory changes to schools funding for 2014/15 and approves the proposed arrangements for the 2014/15 school funding formula as set out in Appendix 6
- 5) That Cabinet agrees the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15
- 6) That Cabinet agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts in the current financial year

### **REASON:**

To ensure that the Council publishes a draft budget for 2014-15

## **Section 2 – Report**

### **Current Financial Context**

- 1.1 In 2010 the Government's funding settlement meant Local Government received the most challenging funding settlement in decades, resulting in a 28% cut to the Council's controllable costs over the 4 years to 2014/15, some £62m in Harrow's case from 2010/11 levels of expenditure. This is on top of the £45m the Council has already saved before this, meaning that by 2015 the Council will have been making savings of over £10m a year for the last nine years. By and large Harrow has demonstrated a successful track record in delivering these savings by:
- Identifying efficiencies
  - Adopting a more commercial approach to contracting and procurement
  - Taking advantage of new technologies
  - Introducing new and innovative ways of service delivery
- 1.2 The MTFs agreed by Cabinet and Council in February 2013 showed a balanced budget position for 2013/14 and 2014/15 with a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The MTFs included an indicative assumption that Council Tax would increase at 2% per annum.
- 1.3 The draft budget set out in this report shows a refreshed MTFs with a number of changes requiring Cabinet approval. The changes achieve a balanced budget position for 2014/15 with an estimated budget gap of £19.481m and £18.612m for 2015/16 and 2016/17 respectively. In terms of Council Tax, the refreshed MTFs assumes a 0% increase from 2014/15 to 2016/17. The estimated cost of a reduction of 1% in Council Tax is £930.5k.
- 1.4 All councils, not just Harrow, continue to find themselves in a very uncertain and volatile situation with a significant number of external events, beyond the Council's control, adversely impacting on funding and the nature of demand for Harrow services. The economy is showing the early signs of recovery but this is not expected to lead to any change in the Government's policy regarding funding levels to Local Government. This continues to create a very challenging environment for the very real role that local government plays in the local community and the positive impact that the Council can have on people's quality of life. This does mean that the Council will have to consider how to fund specific new projects requested by Members.
- 1.5 The provisional grant settlement for 2014/15 is expected to be announced on 19 December 2013 with the final settlement in late January and the impact of the announcements on the draft budget will be reported to Cabinet in February 2014.

## External Environment

2.1 The challenging environment the Council faces is caused by a number of external factors which the Council must make budgetary provision for in the MTFS. The key external factors are summarised below along with the relevant MTFS adjustments:

- Harrow is one of the lowest funded councils in London. Earlier in the year London Councils estimated the reductions in formula grant for 2014/15. Harrow's reduction was estimated at £1m and this is adjusted for in the refreshed MTFS.
- From April 2013, as a result of the change in the NNDR scheme, Council's are allowed to keep 30% of increases in Business Rates. Historically Harrow has not increased its tax base due to the trend of converting commercial property to domestic use.
- The Government has announced Council Tax Freeze Grants over the last couple of years. The MTFS agreed in February 2013 assumed no such grant on account of the indicative assumption of a 2% Council Tax increase. The MTFS for 2014/15 to 2016/17 has been refreshed to reflect a 0% increase in Council Tax. The impact of this assumption for three years is shown in table 2 below:

**Table 2: Financial Impact of 0% Increase in Council Tax 2014/15 to 2016/17**

<b>Action</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cost of 0% increase in Council Tax	1,861	1,861	1,861	<b>5,583</b>
Receipt of Council Tax Grant – 2014/15	(1,055)	0	1,055	<b>0</b>
Receipt of Council Tax Grant – 2015/16		(1,055)	1,055	<b>0</b>
<b>Net Impact</b>	<b>806</b>	<b>806</b>	<b>3971</b>	<b>5,583</b>

(The numbers in this table are based on 2013/14 data and will be updated once the tax base is finally agreed and the grant settlement is received in December 2013.)

The following points explain the contents of table 2 above:

- The estimated cost of a reduction of 1% in Council Tax is £930.5k
- In 2014/15 the estimate CT freeze grant is £1.055m. This will be received for **two** years only therefore comes out of the MTFS in 2016/17

- In 2015/16 the estimate CT freeze grant is £1.055m. This will be received for **one** year only therefore comes out of the MTFS in 2016/17
  - In 2016/17 there has been no indication of a CT freeze grant being received therefore no grant has been built into the MTFS.
- From 1 April 2013 the responsibility for the Council Tax Support Scheme was transferred to the Council but with a 10% reduction in budget meaning Harrow had to save £3.8m to be able to fund the scheme in year one. A report was taken to Cabinet in November recommending no amendments be made to Harrow's support scheme for 2014/15 hence no adjustment have been made in the refreshed MTFS.
- The Government are implementing the largest ever reform to the benefits system in an effort to save £18bn from the welfare bill. The changes are complex and the original MTFS included growth of £2m in 2013/14 to create a Welfare Reform contingency with £1m of the growth scheduled for removal in 2015/16. The anticipated pressures of welfare reform have not yet materialised as expected and this is reflected in the refreshed MTFS by the £2m growth being removed in 2014/15. This does however increase the level of potential risk as we cannot yet assess the full impact of welfare reform until it is fully implemented. In addition the council is currently experiencing increased numbers of homelessness families which will increase this risk further.
- The care and support spending round settlement announced the creation of a £3.8bn pooled health and social care budget from 2015-16. This is predicated on much better integration between health and social care, so that care is centred around the person rather than the service. In the Spending Review 2013 an extra £200m was announced for 2014/15 to support integration. The specific details of this funding and how it will be transferred to Local Authorities remains subject to confirmation.
- The 2011 Census data shows there has been a 15% increase in population in the last 10 years with the biggest growth being in the birth rate with a 33% increase in 0-4 year olds increasing the demand for both school and nursery places. For people aged over 80 years old the census showed an estimated increase of 1000 people. The original MTFS allowed for adult demographic growth of £2.8m in 2013/14 and £2.6m in 2014/15. In the refreshed MTFS a further £600k growth has been included for demographic growth within Adult Services.

## Financial Performance for 2012/13 and 2013/14

3.1 In 2012/13 the Council under spent by £0.996m after a planned transfer to reserves of £9.808m as detailed below:

MTFS Implementation cost	£4.849m
Carry forward requests 12/13	£3.268m
Business Risk	<u>£1.691m</u>
	<b>£9.808m</b>

3.2 In 2013/14 the Council budget includes £10m of investment and a challenging savings target of £22.4m. The 2013/14 Quarter 2 Revenue Monitoring Report forecasts a net budget pressure of £2.61m on directorate budgets reducing to a pressure of £1.88m after accounting for corporate items. The directorates continue to work on management actions to further reduce the forecast pressure by year end.

## 2014/15 Budget Refresh Process

4.1 The MTFS as approved by Cabinet / Council in February 2013 is detailed in Appendix 1. The strategy covered the four year period 2013/14 to 2016/17. It showed a balanced budget position for 2013/14 and 2014/15 and a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The detailed investment and saving schedules supporting the approved MTFS are detailed in Appendix 2. A number of the narratives have been re-freshed. The original MTFS narrative is shown in bold and the re-fresh amendments are shown in normal text.

4.2 Officers were asked to review approved investments and savings for 2013/14 and 2014/15 to ensure they are financially robust and deliverable and that they are in line with the current administrations policies of Cleaner, Safer and Fairer. The refresh process has resulted in a total of 67 proposed changes and takes the budget gap for 2014/15 to a small surplus of £24k. The budget gaps for 2015/16 and 2016/17 are £19.481m and £18.612m respectively. The revised MTFS assumes a 0% increase in Council Tax over the three year period. These changes are summarised in table 2 below and shown in detail in Appendix 3.

**Table 2: MTFS Refresh – Proposed Changes for 2014/15**

	<b>Children &amp; Families</b>	<b>Environment &amp; Enterprise</b>	<b>Community, Health &amp; Wellbeing</b>	<b>Resources</b>	<b>Technical</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Unachievable savings	300	1,490	2,357	460	0
Re-profiled investments / savings	0	456	0	(310)	0



Agreed growth no longer required	0	(726)	0	0	0
New growth	800	855	867	150	0
Substitute savings	0	(1,010)	0	(280)	0
Technical budget changes	0	0	0	0	(5,433)
<b>TOTAL</b>	<b>1,100</b>	<b>1,065</b>	<b>3,224</b>	<b>20</b>	<b>(5,433)</b>

4.3.1 Appendix 4 details the investments and savings to the budget for 2014/15 to 2016/17 after the MTFS refresh changes as detailed in appendix 3.

### **Proposed Directorate Changes**

4.4 In total the proposed directorate changes add growth of £5.409m into the MTFS in 2014/15. The impact is summarised in table 2 above and the details are shown in Appendix 3. Further details are provided for the more significant items:

#### **Children and Families**

- The unachievable savings value of £300k relates to procurement. Procurement savings of £690k were planned over 2 years. Savings are being achieved on placements budgets through the work being undertaken with the West London Alliance. SEN Transport is subject to a separate savings target of £641k over 2 years therefore there is limited scope for further savings to achieve the full target of £690k.
- The growth of £800k covers two areas. First growth of £300k is requested to cover an increase in demand for Special Needs transport. Between Autumn term 2012 and Autumn term 2013 the number of young people requiring transport increased by 45 at a cost of £145k. If this trend continues the estimated demand pressure in 2014/15 is £300k.
- Secondly growth of £500k has been allocated to cover the costs of an additional 12 Social Worker posts.

#### **Environment and Enterprise**

- The unachievable savings value of £1.490m covers nine savings. Three of the savings which total £560k are proposed for removal in line with the current administrations priorities as detailed:
  - Returning parks to open space (£275k)
  - Review parks and cemeteries opening and locking and review specialist dog waste collection (£105k)
  - Introduction of Civic Centre staff car parking charges and other free car parks (£180k)

- The proposal to re-profile involves moving the savings for efficiencies from the Towards Excellence programme (£375k) and Grounds maintenance: annualised hours (£81k) from 2014/15 to 2015/16.
- The directorate are releasing previously agreed growth to go back into the MTFS. There are three elements of growth no longer required the most significant being growth of £568k agreed for 20 minute free parking.
- Seven bids for additional growth are proposed totalling £855k which are matched by substitute savings of £1.010m. £700k of the substitute savings is proposing to re-align the budget for Parking Services income to reflect historical performance. The other significant substitute saving is for £300k relating to a proposal to increase leisure centre parking income.
- Between now and February 2014 a number of commercially sensitive issues are being resolved that may need to be accommodated within the final MTFS when it comes back to Cabinet in February.

### **Community Health and Wellbeing**

- Within the twelve agreed savings proposed for removal there are three significant items, from the £14.5m savings agreed over the two year period 2013-14 and 2014-15. The first is £500k to secure further earmarked investment from the PCT / CCG in Adult Social Care. The NHS Transfer grant is budgeted at £3.535m in 2013/14. Agreement on the s256 has now been reached and has resulted in the Council supporting the CCG STARRS service by £500k. Whilst the transfer for 2014-15 has yet to be agreed (and the grant is estimated to increase slightly to £3.636m), it is unlikely that the grant transfer will be significantly higher than the agreed 2013-14 position, hence the removal of this saving. The second relates to savings in older people's integrated care for £800k. Again this is related to funding negotiations with the CCG and their capacity to work with the Council to deliver the savings.
- The third significant unachievable saving is the commercialisation of Hatch End pool, Harrow Arts Centre, Museum and Bannister stadium (£355k). A commercialisation project has been set up to further investigate whether this saving can be delivered in the longer term.
- There are three bids for additional growth the most significant being for £600k demographic growth in Adult Services, and is in addition to the current MTFS demographic growth. The additional growth is as a result of an increasing number of referrals and increasing signs of complexity, an increasing number of cases moving into the borough and a significant increase in mental health referral rates. Overall the CCG financial position is very serious and it is possible that there will be continued pressures experienced as a result, although the Council will continue to work constructively to ensure that no inappropriate

costs are borne by Adult Social Care. This will mean that the growth position will need to be continually monitored until the final budget is set.

## Resources

- There are six unachievable savings are proposed for removal, the most significant being to withdraw the expansion of Legal Practice Shared Services (£200k).
- The two growth bids are IT related. £100k is proposed for the revenue implications of security enhancements required by Public Services Network (PSN) and £50k is proposed for the contractual increase for channel migration supplier costs.
- The substitute saving of £280k is a new saving in relation to the current consultation process to delete the post of Chief Executive and associated business support.

## Proposed Technical Budget Changes

4.5 In total the proposed technical budget changes create capacity of £5.433m in the MTFS for 2014/15. The significant changes are detailed below:

- **Capital financing costs and investment income** – Following a review additional capital financing costs of £910k and £700k are required in 2014/15 and 2015/16 respectively. This is as a result to delays in capital receipts.
- **New Homes Bonus** – In March 2013 the government announced the creation of the Local Growth Fund for LEP's who will access funding from 2015. Nationally the fund will amount to £2 billion in 2015/16 and £170m of this funding will come from the New Homes Bonus (NHB). London Councils have modelled what the NHB top slice will look like and their estimate for Harrow is £1.6m in 2015/16. This has been reflected in the refreshed MTFS.
- **Education Support Grant** – The MTFS was based on £2.5m of ESG being received in 2013/14 with the grant reducing by £1m per annum over 2014/15 and 2015/16, leaving £500k in the 2016/17 base budget. These assumptions have been reviewed taking into account updated pupil numbers, estimated academy conversions and government announcements on funding reductions. In January 2013 DFE announced a £10m reduction in ESG between 13/14 and 14/15 and from 2015/16 the ESG will be reduced nationally by £200m with this funding being transferred to the creation of the Local Growth Fund for LEP's. The MTFS has been refreshed to assume additional grant in 14/15 but with grant reductions in 2015/16 and 2016/17. By 2016/17 there will be £300k left in the base budget.

- **Council Tax and CT Freeze Grant** - The MTFS assumed an annual 2% increase in Council Tax. To freeze the Council Tax at 0% increase over the 3 year period 2014/15 to 2016/17 is estimated to cost £1.861m per annum. A Council Tax freeze grant of £1.055m is assumed for 2014/15 and 2015/16. The financial implications of this are shown in table 1.
- **Formula Grant Reduction** – A reduction in formula grant of £1m is estimated for 2014/15. This is based on estimates from London Councils and will be finalised once the grant settlement is announced on 19 December.
- **Council Tax Base / Collection Fund** – Additional funding of £1.519m has been assumed as a result of the increase in the council tax base as a result of a mixture of new properties and an under spend on the Council Tax Support Scheme. A prudent increase of £100k has been assumed in the Council Tax base for 2015/16 and 2016/17 and this will be refreshed for the February Cabinet report using the agreed Council Tax base. The Collection Fund is assumed to increase by £681k as a result of the additional collection of arrears, new properties coming on stream mid year and static growth on the Council Tax Support Scheme.
- **Budget Planning Contingency** - The contingency currently stands at £1.171m. The MTFS planned to increase the contingency by £1.829m in 2014/15. To achieve a balanced budget position the proposal is to not increase the contingency in 2014/15 and keep it at its 2013/14 level. A contingent figure in the region of £1m in the base budget is consistent with previous years.
- **Welfare Reform Contingency** – In 2013/14 growth of £2m was built into the MTFS to fund anticipated pressures as a result of the governments Welfare Reforms. The plan was to reduce the growth by £1m in 2015/16 to leave £1m in the base budget going forward. The implementation of the Welfare Reform cost pressures have not materialised as expected. To achieve a balanced budget for 2014/15 it is proposed to remove the Welfare Reform Contingency in full in 2014/15. There is a risk to this proposal, if anticipated costs start to materialise these will have to be contained within current resources.
- **Reduce inflation on goods and services** - The current MTFS assumes inflation of 2% per annum on goods and services. As at October RPI is 2.6% per the Office for National Statistics. The proposal is to reduce inflation to 1.3% for the three years 2014/15 to 2016/17 which creates £600k within the MTFS each year. This proposal is a concern for the directorates and will require strong contract management to manage the reduction. Officers will ensure this limited budget is prioritised in an efficient manner in order to reflect where price inflation does and does not occur.

## **Public Health Funding 2014/15**

- 5.1 A two year ring fenced grant allocation for Public Health was announced in January 2013 with Harrow allocated £9.146m for 2014-15. The DOH recently announced the extension of the ring fenced grant for a further year to 31<sup>st</sup> March 2016. In setting the allocations, the DOH set a minimum of 2.8% and maximum of 10% growth in budgets for each year – 19 local authorities are at the minimum in 2014-15 and 8 at the maximum. The increase for Harrow in 2014-15 is 3.1%, marginally above the minimum increase, resulting in Harrow being the 2nd lowest spend per head of population over the 33 London boroughs.
- 5.2 2013/14 has been the first year that Public Health team have operated within the Council and in agreement with Barnet Council, a joint team has been developed and is supported by a single Director of Public Health. Given a number of uncertainties around liabilities and potential additional responsibilities, a prudent approach was taken in setting the commissioning intentions and a contingency was held to mitigate some of these risks whilst taking time to consider appropriately how best to utilise this funding to meet both public health and wider Council objectives.
- 5.3 During this first year of operation a number of contracts have been reviewed and consolidated with existing Council contracts, and a programme of procurement will continue into 2014-15 to ensure that commissioned services provide value for money, meet public health outcomes and reflect the commitment to providing support to those most in need. Appendix 4 details the level of funding proposed across both the mandatory and discretionary services and proposes additional investments in priority areas, a contingency and enables an unallocated amount of grant to be held for later allocation as appropriate.
- 5.4 Cabinet are asked to approve the draft Public Health budget for 2014/15 as detailed in Appendix 5. Following approval of the draft budget the commissioning intentions will be presented to the Health and Wellbeing Board at its meeting in January 2014.

## **Contingency**

- 6.1 The planned contingency within the budget for 2014/15 was £5m made up of £2m for Welfare Reform and £3m for budget planning. Following the refresh process the proposed contingency for 2014/15 will be £1.171m. This is a significant reduction and will mean directorates will have to monitor their budgets very tightly and pressures, as far as possible, will have to be contained within current resources. The contingency is needed if, for example, decision makers decide not to implement proposals due to adverse equalities implications.

## Equality Impact Assessments

- 7.1 All new service budget proposals and those previously approved which cover 2013/14 and 2014/15 are subject to an initial equalities impact assessment. Full equalities impact assessments will be carried out on proposals where appropriate. An equalities impact assessment will be carried out on the whole budget, when all proposals have been identified, to ensure that decision makers are aware of any overall impact on any particular protected group.

## London Boroughs Grants Scheme

- 8.1 The London Boroughs Grants Committee proposed a scheme for London that cost London Boroughs £9m in 2013-14 compared to £11.5m in 2012-13. This gave Harrow a saving of £74k in 2013-14.
- 8.2 The Leaders Committee at London Councils met on 12 November 2013 to propose contributions for 2014/15. Harrow's contribution is £239,219, a reduction of 9.3% on last year. .
- 8.3 Cabinet is asked to agree the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15.

## Proposals for General Reserves

- 9.1 The detailed risk assessment of the budget will be updated for February cabinet. The Cabinet agreed the following reserves policy in February 2012:

**The risk assessment of the budget dictates the minimum level of general balances required.**

**One of the calls on any under spend at the end of the year will be a contribution to general balances. The value of the contribution will be determined with regard to the size of the under spend, the underlying strength of the balance sheet, the need to support the transformation programme, and other priorities.**

At the current time no amendments are required to the reserves policy.

- 9.2 The value of non ear marked reserves as at 01 November 2013 is £8.646m.
- 9.3 The schedule of property disposals is subject to delays dependent upon a mixture of issues including the disposals process and the change in market conditions. To support managing this scenario Members are asked to agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts.

## Schools Budget 2014/15

- 10.1 The funding arrangements for the Dedicated Schools Grant and the Schools budget for 2014/15 are detailed in Appendix 6. Cabinet are asked to note the statutory changes to schools funding for 2014/15 and approve the proposed arrangements for the 2014/15 schools funding formula (as agreed by Schools Forum on 15 October 2013),

### Legal implications

- 11.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

*The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *Tackle prejudice, and*  
 (b) *Promote understanding.*
- Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:*
- *Age*
  - *Disability*
  - *Gender reassignment*
  - *Pregnancy and maternity*
  - *Race,*
  - *Religion or belief*
  - *Sex*
  - *Sexual orientation*
  - *Marriage and Civil partnership*
- 11.2 It is important that robust equalities impact assessments are completed and that consultation is done whilst the budget is in a formative stage prior to final approval in February 2014.
- 11.3 The Council has a fiduciary duty to residents to set a balanced budget.

## **Consultation**

- 12.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:
- Where there is a statutory requirement in the relevant legislative framework;
  - Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy; and
  - Exceptionally, where the matter is so important that there is a legitimate expectation of consultation.
- 12.2 Regardless of whether the Council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage;
  - The consultation documents include sufficient information about the proposal to allow those being consulted to be properly informed and to give an informed response;
  - There is adequate time given to the consultees to consider the proposals; and
  - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.



12.3 Finally there will be staff consultation about these proposals in line with the Council's procedures.

### **Financial Implications**

13.1 Financial matters are integral to this report.

### **Performance Issues**

14.1 The in- year measurement of the Council is reported in the Strategic Performance Report. The Corporate Plan, which will be developed alongside the Budget Report, will have measures within it which will set out how Council delivery in 2014/15 will be measured and this again will be reported through the Strategic Performance Report.

### **Environmental Impact**

15.1 The environmental impact of the draft budget will be complex and the net position is not known at present.

### **Risk Management Implications**

16.1 As part of the budget process the detailed budget risk register will be reviewed and updated. This helps to test the robustness of the budget and support the reserves policy.

### **Corporate Priorities**

17.1 The draft budget for 2014/15 supports delivery of the Council's vision and priorities.

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

Name: Simon George	<input checked="" type="checkbox"/>	On behalf of Director of Finance and Assurance
Date: 2 December 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	On behalf of Monitoring Officer
Date: 2 December 2013		

## Section 4 – Performance Officer Clearance

Name: Alex Dewsnap

On behalf of  
Divisional Director  
Strategic Commissioning

Date: 30 November 2013

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker

On behalf of  
Corporate Director of  
Environment & Enterprise

Date: 2 December 2013

## Section 6 - Contact Details and Background Papers

Contact: Dawn Calvert  
Head of Strategic Finance and Business.  
Email: dawn.calvert@harrow.gov.uk

Background Papers:

- None

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

**NOT APPLICABLE**

*[Call-in applies]*

	2012-13	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000	£000
<b>Budget Requirement Brought Forward</b>		173,113	181,063	174,120	168,874
Capital Financing Costs		1,102	-743	-390	841
Grant Changes		11,914	642	475	-525
Other Technical Changes		4,557	1,235	2,279	3,289
Inflation		2,784	3,160	4,060	4,060
Transformation		-2,234	-296	-140	0
Community Health and Wellbeing		-2,255	-6,282	2,800	2,500
Children and Families		-1,076	-1,672	413	413
Environment and Enterprise		-4,469	-1,414	675	753
Resources		-2,373	-1,573	275	-225
<b>Total</b>		<b>7,950</b>	<b>-6,943</b>	<b>10,447</b>	<b>11,106</b>
<b>FUNDING GAP</b>		<b>0</b>	<b>0</b>	<b>-15,693</b>	<b>-14,236</b>
<b>Total Change in Budget Requirement</b>		<b>7,950</b>	<b>-6,943</b>	<b>-5,246</b>	<b>-3,130</b>
<b>Revised Budget Requirement</b>	<b>173,113</b>	<b>181,063</b>	<b>174,120</b>	<b>168,874</b>	<b>165,744</b>
Collection Fund Deficit/-surplus	-1,335	-1,045	-500	0	0
Revenue Support Grant	-67,196	-52,100	-43,075	-36,282	-31,066
Top Up		-20,154	-20,773	-20,773	-20,773
Retained Non Domestic Rates	0	-14,725	-14,872	-15,021	-15,171
<b>Amount to be raised from Council Tax</b>	<b>104,582</b>	<b>93,039</b>	<b>94,900</b>	<b>96,798</b>	<b>98,734</b>
<b>Council Tax at Band D</b>	<b>£1,186.55</b>	<b>£ 1,210.28</b>	<b>£ 1,234.49</b>	<b>£ 1,259.18</b>	<b>£1,284.36</b>
<b>Increase in Council Tax (%)</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Tax Base	88,140	76,874	76,874	76,874	76,874
Collection rate	98.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	89,482	78,845	78,845	78,845	78,845



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	TECHNICAL BUDGET CHANGES				Existing MTFS				2013-14 Net Budget £000
	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	<b>Capital and Investment</b>								
	<b>Capital financing costs and investment income</b>								
Tech 001		1,102	-743	-390	841				
	<b>Total Capital and Investment Changes</b>	<b>1,102</b>	<b>-743</b>	<b>-390</b>	<b>841</b>				<b>0</b>
	<b>Grant Changes</b>								
	<b>New homes bonus - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013</b>	-1146	-591	-525	-525				-2,867
Tech 002	<b>SSCF Grant received from General London Authority (GLA) - reduction. Grant no longer unringfenced</b>	98							0
Tech 003	<b>Council Tax Support Grant 2012-13 scheme - one off only</b>	2,608							0
Tech 004	<b>PCT Funding via s256 agreement. CCG funding via s256 agreement. Funding allocated initially by the government to Health partners</b>	-546	233						
Tech 005	<b>Grants rolled into Formula Grant. Specific grants that are now included in formula funding</b>	13,714							0
Tech 006	<b>Education Support Grant. New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant</b>	-2,500	1,000	1,000					-2,500
Tech 007	<b>Early Intervention Grant Spend Transferred to Dedicated Schools Grant (DSG)</b>	-314							314
	<b>Total Grant Changes</b>	<b>11,914</b>	<b>642</b>	<b>475</b>	<b>-525</b>				<b>-5,053</b>
	<b>Other Technical Changes</b>								
	<b>Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by Transport for London (TfL)</b>	681	350	360	370				9,662
Tech 012									
	<b>Provisions and Reserves</b>								
Tech 013	<b>Contribution to insurance provision</b>	300	0	0	0				1,730
	<b>Capitalisation strategy/recharges strategy</b>								

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	TECHNICAL BUDGET CHANGES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	
Tech 014	Reduce reliance on capitalisation	986	14	0	0	14	
	Miscellaneous						
Tech 015	Print Contract Costs-reversal of one off balloon payment allocation One off cost in 2012-13	-421				421	
Tech 016	Pinner Road costs prior to disposal - one off in 2012-13	-10				10	
Tech 017	Balance on Support Service Cost (SSC) annual review - net charge to non general fund. Cost to general fund of reduction in support service charges to HRA.	150	150			3,422	
Tech 018	Budget planning contingency	171	1,829	3000	3000	171	
Tech 019	Contingency for Welfare Reform and other pressures	2,000		-1000		2,000	
Tech 020	Saving from formula change on freedom passes - agreed at London councils TEC in December 2012 Reallocation of costs between London boroughs giving Harrow a reduction in costs		-108	-81	-81	9,662	
Tech 021	Utility inflation - allocation in 2012-13 overstated	-300					
Tech 022	Redundancy provision	1,000	-1,000			1,000	
	<b>Total Other Technical Changes</b>	<b>4,557</b>	<b>1,235</b>	<b>2,279</b>	<b>3,289</b>	<b>28,092</b>	
	Pay and Inflation						
Tech 023	Pay Award @ 1% 2013-14 and 2014-15, then 2% pa	950	950	1850	1850		
Tech 024	Employer's Pension Contributions @ 0.25% in 2013-14 and then 0.5% p.a.	200	400	400	400		
Tech 025	Inflation on goods and services @ 1.5% in 2013-14 and 2% p.a. from 2014-15	1,360	1,810	1,810	1,810		
Tech 026	Additional provision for electricity and gas price increases	257					

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	TECHNICAL BUDGET CHANGES	Existing MTFS					2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2013-14 Net Budget £000
		2013-14	2014-15	2015-16	2016-17						
Tech 027	Excess of September RPI ( 2.9%) on National Non Domestic Rates on Council properties above 2%	17									
	<b>Total Pay and Price Inflation</b>	<b>2,784</b>	<b>3,160</b>	<b>4,060</b>	<b>4,060</b>	<b>0</b>					
	<b>CROSS CUTTING TRANSFORMATION PROGRAMME</b>										
Tech 028	Mobile and Flexible working - implementation and running costs	96	24								
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-960	-320	-140							
Tech 030	Commercialisation project. Benefits incorporated into Directorate proposals.	100									
Tech 031	Procurement - Category Management savings. Improved terms with the Council's suppliers. Note savings have been reallocated to service directorates										
Tech 032	Agency Staff - reduction in usage. Note savings have been reallocated to service directorates										
Tech 033	Staffing - Vacancy management. Increase in the time taken to fill vacant posts. Note savings have been reallocated to service directorates										
	<b>Total Transformation</b>	<b>-764</b>	<b>-296</b>	<b>-140</b>	<b>0</b>	<b>0</b>					
	<b>Total Corporate</b>	<b>19593</b>	<b>3998</b>	<b>6284</b>	<b>7665</b>	<b>23039</b>					

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	CHILDREN'S SERVICES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	Investment in Services					
CF 001	Increase in CLA (Children Looked After) placement budgets reflecting growth in child population and changing demographic	178	178	178	178	6,865
CF 002	Increase in CWD (Children with Disabilities) client costs reflecting growth in child population	82	82	82	82	1,326
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	153	8,413
CF 004	Loss of Youth Justice Board funding	90	10			496
CF 005	Transfer of duties from Youth Justice Board in respect of new duties for young people on remand	270				270
CF 006	Special Educational Needs (SEN) post to undertake new statutory duties	50				433
CF 007	Qualified Social Worker - Recruitment & Retention Market Supplement	150				4,852
CF 008	Creation of Advanced Practitioner Social Worker (SW) posts	310	70			8,413
CF 009	Principal Social Worker role - post-Munro	70				776
CF 010	Health Co-ordinator post at Northwick Park Hospital (NWP)	50				618
CF 011	Youth Scrutiny Proposals including improvement of communication and engagement and development of extra summer activities	70				641
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	97	-97			97
CF 014	Shortfall in targeted savings from business support model	185				3,316



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
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Item No	CHILDREN'S SERVICES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
CF 015	Corporate Indexing Scanning (CIS) Staffing	45				421
	<b>Total Investment in Services</b>	<b>1,800</b>	<b>396</b>	<b>413</b>	<b>413</b>	<b>36,937</b>
	<b>Savings</b>					
CF 016	Integrated Children's Services - Remaining staffing savings from restructure in 2011-12	-100				12,033
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-167	-148			2,079
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	-50			381
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	-150			1,954
CF 020	Children's Centres remodelling to reconfigure the local offer	-373	-200			1,373
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-56	-45			3,383
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-40	-500			3,383
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-125	-90			521
CF 024	Review of semi supported provision including potential closure of Honeypot Lane		-410			625
CF 025	Procurement Savings including placements	-620	-70			18,806
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-835	-255			2,870

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	CHILDREN'S SERVICES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
CF 027	Recommissioning of Respite Care for CWD		-100			1,326
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-100	-50			150
CF 029	Business Support Savings to reduce by 9FTE	-260				1,859
	<b>Total Children and Families Savings</b>	<b>-2,876</b>	<b>-2,068</b>	<b>0</b>	<b>0</b>	<b>50,743</b>
	Late Savings					
CF 030	Prices	-105				18,806
CF 031	Vacancy Rate 0.5%	-62				12,400
CF 032	Agency savings	-66				9,044
CF 033	Procurement	-52				18,806
	<b>Sub total</b>	<b>-285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,056</b>
	<b>Net Children &amp; Families</b>	<b>-1,361</b>	<b>-1,672</b>	<b>413</b>	<b>413</b>	<b>146,736</b>

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	Investment in Services					
E&E001	Public Realm Services (PRS) - Vehicle early termination payments	295	-295			2,477
E&E002	Transformation growth	163	-163			163
E&E003	Parking review - 20 minute free parking	261	307			-4,448
E&E004	Additional Harrow Town Centre cleaning following from Outer London Fund 2 (OLF2)	87				2,046
E&E005	CCTV camera income decline		70	56	45	
E&E006	CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	93				392
E&E007	Welfare to work Xcite:	108				108
E&E008	West London Waste Authority (WLWA) Levy	1,218	689	677	708	7,960
E&E009	Procurement related pressures due to change in market price and profit share for Dry recyclables	256				-795
E&E010	Maintenance of CCTV cameras	71				494
	<b>Total Investment in Services</b>	<b>2,552</b>	<b>608</b>	<b>733</b>	<b>753</b>	<b>8,399</b>
	Savings					
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	-1,500	-350			11,278
E&E012	Further management reductions in Environment	-100	-285			287
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments		-24			
E&E014	SLA Income - HRA, Schools & Other Bodies. Increased income from revised SLA with schools	-19				392
E&E015	Textile recycling	-10				-795

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
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Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
E&E016	Climate Change - Flexible retirement and consumables budget	-31	-58			392
E&E017	Increase Income and rental from Corporate Estate	-80				-988
E&E018	Increasing the level of fees recharged for adaptations undertaken using Council or Disabled Facilities Grant (DFG) funding. Business as usual.					
E&E019	Additional income for adaptation works Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	0			388
E&E020		-75	-75			388
E&E021	Introduction of Civic Centre staff car parking charges and other free car parks Property Co/FM growth and efficiencies (2012-13 reversal)	-135	-45			-191
E&E022		-100				145
E&E023	Property Co/FM growth and efficiencies Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-251				2,479
E&E024		0	-122	-58		
E&E025	Consolidation of property services within old Environment and Enterprise Directories. Transformation Project Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-180				328
E&E026	Recharge utility costs for computer room to Capita	-100				1,845
E&E027	Management Efficiencies	-83				1,845
E&E028	Reduce highways maintenance budget	-75				503
E&E029	Traffic & Highways post reductions efficiencies	-273				2,373
		-251				381

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
E&E030	Licensing - scope for additional income	-40				454
E&E031	Review of loss making car parks	-150				-1,055
E&E032	Parking permit charge increase	-40				-1,577
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-50	-100			458
E&E034	Cost reduction of maintaining parking equipment	-30				-1,055
E&E035	Reduce the number of off-street car park sites and dispose of selected car park sites		-100			
E&E036	Soft Market testing of statutory animal services and review of commercial animal services	-60				-89
E&E037	Review operations of the CCTV control room during the night	-30				494
E&E038	Review Brent-Harrow Trading Standards consortium and / or provide Trading Standards on a reduced scale.	-140				458
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet		-25			
E&E040	Returning Parks to Open Space	-350				1,137
E&E041	Grass Verge Maintenance reduction		-165			
E&E042	Graffiti removal reduce scope	-52				2,046
E&E043	Grounds maintenance: Annualised hours	-80	-81			1,137
E&E044	Reduce to a 6 weekly. Efficiencies in residential cleaning cycle	-82				330
E&E045	Reduction in some non town centre sweepers	-116				330
E&E046	Review fine turf service standards		-29			
E&E047	Review level of Parks maintenance	-35				1,137
E&E048	Review NHS to carry out clinical collections	-12				35

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
E&E049	Review on street automated public conveniences	-80				65	
E&E050	Review parks and cemeteries opening and locking	-70				1,137	
E&E051	Review specialist dog waste collection	-35				1,137	
E&E052	Schools Grounds Maintenance, review Service Level Agreement from April 2013	-57				0	
E&E052	Special waste collection Change deployment of service	-25				41	
E&E054	Review Trade Waste	-220				526	
E&E055	PRISM growth and efficiencies (2012-13 reversal)	-200				287	
E&E056	Environment Consumables	-100				287	
E&E057	Procurement - Transport Review	-350				2,477	
E&E058	Procurement Savings - others	-140	-273			11,684	
E&E059	Additional planning fees income following change from central government			-290			
E&E060	Introduce differential charging policy for planning applications to provide for fast track income generation. Additional income from pre-application advice.	-15				-33	
E&E061	Residual from Major Projects budget	-25				0	
E&E062	Procurement savings on Northgate contract	-6				382	
E&E063	Enterprise Post Deletions	-1,083				575	
E&E064	Enterprise Consumables	-93				-590	
E&E065	Procurement - Category Management savings	-76				11,684	
E&E066	Agency Staff - reduction in usage	-160				18,381	
E&E067	Staffing - Vacancy management	-150				18,381	
	<b>Total Environment &amp; Enterprise Savings</b>	<b>-7,490</b>	<b>-2,022</b>	<b>-58</b>	<b>0</b>		

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	Net Environment & Enterprise Directorate	-4,938	-1,414	675	753	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS				Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	<b>Investment in Services</b>					
	<b>Adults</b>					
CHW001	<b>Demographic Growth.</b> Costs associated with increased demand for eligible users	2,800	2,600	2,800	2,500	29,216
CHW002	<b>Mental Health Properties</b>	50				3,792
CHW003	<b>West London Alliance.</b> Increased subscription fees	10				622
	<b>Housing Services Housing General Fund (HGF)</b>					
CHW004	<b>Homelessness [100 families &amp; anticipated B&amp;B Housing Benefit (HB) changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-250	-250			
CHW005	<b>Homelessness.</b> Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	1,000	-500			2,873
CHW006	<b>Invest to Save in Private Sector Leasing (PSL)</b> Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	289	-289			
	<b>Community &amp; Culture</b>					
CHW007	<b>Cultural Strategy Review growth and efficiencies</b>	-150				643
CHW008	<b>London Youth Games</b>	8				12
CHW009	<b>Under One Sky</b>	25				105
CHW010	<b>Support for specialist welfare advice services</b>	90	-90			709
	<b>Public Health</b>					
CHW011	<b>Public Health Transition costs</b>	100	-100			800
	<b>Total Investment in Services</b>	<b>3,972</b>	<b>1,371</b>	<b>2,800</b>	<b>2,500</b>	
	<b>Savings</b>					
	<b>Adults Services</b>					
CHW012	<b>Contract Management - managing inflation</b>	-100				-2,206
CHW013	<b>Contract Management - efficiencies</b>	-150	-100			-2,206
CHW014	<b>Contract Management - Home care providers</b>	-900				6,515



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS						Net Budget £000
		2013-14	2014-15	2015-16	2016-17			
		£000	£000	£000	£000			
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care	-150	-150				9,819	
CHW016	Central North West London (CNWL): Mental Health Efficiencies	-100					3,792	
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth		-100					
CHW018	Voluntary Sector Funding		-200					
CHW019	Residential Care Strategic Review. Only the most complex service users to be supported in residential establishments.	-1,550	-3,000					
CHW020	Investment in Community Based Services. Cost of providing services as a result of not placing service users in residential care.	775	1,500				-1,111	
CHW021	Day Care Strategic Review	-300	-300				2,210	
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.		-1,000					
CHW023	Commissioning Staff. Review of staffing structures.		-300					
CHW024	Share Complaints team with another local authority and/ or aggregate within Council. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.		-104					
CHW025	Sharing of Joint Assessment Team with another local authority. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.		-93					
CHW026	Reablement. Services provided reduce long term requirement for services.	-900					6,889	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
CHW027	Cessation of Funding for Transport Clubs	-75				1,442	
CHW028	Supporting People - targeted efficiency savings through specific contracts		-1,324				
CHW029	Secure further earmarked investment from PCT/CCG in Adult Social Care	-500				-2,206	
CHW030	Decommission Greenview Services	-230				637	
CHW031	Occupational Therapy. Staff time supporting Disabled Facilities Grant to be capitalised.	-230				229	
CHW032	Meals on Wheels. Review options for service provision.		-190				
CHW033	Older People Integrated Care. Consideration of jointly provided services with Health.		-800				
CHW034	Late savings - vacancy management	-69				-2,206	
CHW035	Late savings - agency costs	-73				-2,206	
CHW036	Late savings - reduced inflation allocation	-197					
CHW037	Housing Services (HGF)						
CHW038	Housing Needs - Private Sector Leasing Scheme. Income generation		-25				
CHW039	Housing Service Efficiency Review. Saving in staffing costs		-70				
CHW040	Reallocation of staff time from General Fund (GF) to Housing Revenue Account (HRA) - to reflect service demands	-215				3,897	
CHW041	Deletion of vacant Enabling Project Officer Post	-36				224	
CHW042	Invest to Save - cash incentives. Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	-48			2,873	
CHW043	Affordable PSL accommodation. B&B savings projected to arise as a result of incentive payments to landlords under the spend to save proposal.	-240					
CHW044	Reduced costs at Travellers Site	-10				13	
CHW045	Late savings - vacancy management	-16				3,897	
CHW046	Late savings - agency costs	-17					
CHW046	Late savings - reduced inflation allocation	-6				3,897	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
CHW047	<b>Empty Homes Initiative.</b> Reduced cost of temporary accommodation as a result of bringing empty properties back into use.		-300				
CHW048	<b>Community and Culture</b>						
	<b>Community Development review of structure and service re-provision</b>	-48	-15			163	
CHW049	<b>Libraries Transformation 2 -reversal of one off investment in 2012-13</b>	-150					5,385
CHW050	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	-25	-71				5,385
CHW051	<b>Library Volunteers.</b> Support provided by volunteers.		-40				5,385
CHW052	<b>Combine Gayton &amp; Civic Centre Libraries</b>	-75					1,184
CHW053	<b>Cultural Strategy Review efficiencies - savings subject to tender with Ealing &amp; Brent</b>	-200	-400				9,385
CHW054	<b>Procurement Efficiencies</b>	-40	-77				
CHW055	<b>Reduce Adult Learning Subsidy.</b> Services to be funded by grant.	-73	-50				136
CHW056	<b>Reduce subsidy to harrow young musicians</b>	-28	-10				58
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	-63					63
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	-117	-238				
CHW059	<b>Review main grants budget</b>	-69					1,142
CHW060	<b>Reduce officer support for grants</b>	-40					709
CHW061	<b>One off support for commissioning for voluntary sector</b>	-40					104
							709
CHW062	<b>Deletion of post supporting community festivals</b>		-48				105
CHW063	<b>Late savings - vacancy management</b>	-25					5,123
CHW064	<b>Late savings - agency costs</b>	-27					24
CHW065	<b>Late savings - reduced inflation allocation</b>	-11					9,385

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
	<b>Public Health</b>						
CHW066	Contribution to Director of Public Health (DPH) salary funded by grant	-50				800	
CHW067	Contribution to overheads from Barnet/Harrow Public Health. Charge overhead costs to grant.	-250				800	
CHW068	Further Public Health Efficiencies. Funding existing Council revenue funded services.		-100			800	
	<b>Unallocated (nominally Transformation)</b>						
CHW069	Late savings - procurement	-167					
	<b>Total CHW Savings</b>	<b>-6,834</b>	<b>-7,653</b>	<b>0</b>	<b>0</b>		
	<b>Net CHW Directorate</b>	<b>-2,862</b>	<b>-6,282</b>	<b>2,800</b>	<b>2,500</b>		

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
	<b>Investment in Services</b>						
	<b>Customer Services</b>						
RES001	Web development & licences	10					658
RES002	IT & text alerts. Costs to build and enable alerts to be sent to customers by Access Harrow.	50					658
RES003	<b>Helpline Income shortfall.</b> Realignment of budget to reflect income actually received.	80					597
RES004	<b>Card Payment System.</b> Costs to enable the Council to securely manage the receipt of card payments	92					751
	<b>IT / Project Management Office (PMO)</b>						
RES005	<b>BTP Contract Indexation.</b> Cost of contractual increases in excess of 2%.	60	30				11,651
RES006	<b>Transfer from capital - Microsoft annual licence costs more economic than buying.</b> Revenue costs of annual licences, which are cheaper than longer licences funded from capital	88					11,651
	<b>Strategic Commissioning</b>						
RES007	<b>Local Information System Licences and Running Costs</b>	18					18
RES008	<b>Reduction in DAT contribution due to PCT budget reductions (reversal of one off growth in 2012-13)</b>	-25					0
RES009	<b>Experian &amp; LIS.</b> Addition of new census data into LIS system and update of Experian profiles.	3	22	-25			17
RES010	<b>Refresh of Residents Panel.</b> Refresh of membership.	10	-10				14
	<b>Human Resource Development (HRD)</b>						
RES011	<b>Cashiers Service Resilience.</b> Additional staffing to provide more resilient service.	50					751
RES012	<b>Corporate services savings shortfall</b>	20					20

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES013	<b>Increased Resources in Payroll.</b> Additional staffing to support auto enrolment.	35				545
RES014	<b>Reduced West London Waste Authority (WLWA) SLA Income to Payroll.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	20	15			15
	<b>Legal and Governance</b>					
RES015	<b>Legal Expansion of Child protection.</b> Additional staffing to support 50% increase in child protection work	120				1,964
RES016	<b>Individual Electoral Registration.</b> Implementation costs	100	-100			100
	<b>Finance</b>					
RES017	<b>Finance Transformation Project.</b> One off implementation costs for development of enhanced service.	200	-200			200
RES018	<b>Finance - Ending Service to WLWA.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	23	27			27
RES019	<b>Reduced Schools SLA Income.</b> Reduced SLA income following transition of a number of schools to Academies who are not using Harrow's service.	20				-132
	<b>Risk Audit and Fraud</b>					
RES018	<b>Internal Audit - loss of income from ending service to WLWA.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	17				409
	<b>Collections and Benefits</b>					
RES019	<b>Department of Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant.</b> Following the introduction of Universal Credit administered by central government.		250	500		1,660

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES020	<b>Loss of Housing Benefits Overpayments Income Stream.</b> Following the introduction of Universal Credit administered by central government.		200	320	110	630	
RES021	<b>Additional Staff-Revenues Council Tax Support (CTS) collection.</b> Additional staff required as a result of the localisation of Council Tax Benefit and extension of Council Tax to residents who had not previously paid Council Tax.	150				1,660	
RES022	<b>Harrow HELP scheme.</b> Hardship fund to help mitigate the impacts of Welfare Reform.	100				457	
RES023	<b>Public Finance Initiative (PFI) Grant Reduction.</b> Ending of grant in relation to previous PFI contract.	38	43			43	
RES024	<b>DWP HB Reduction in Admin Grant</b>	298	119			1,227	
RES025	<b>Funding for Localised CTB consultation &amp; Implementation (reversal of one off growth in 2012-13)</b>	-100				0	
	<b>Procurement</b>						
RES025	Investment in Procurement Team to restore size of team to that for 2011/12	140				1,238	
	<b>Total Investment in Services</b>	<b>1,617</b>	<b>396</b>	<b>795</b>	<b>110</b>		
	<b>Savings</b>						
	<b>Customer Services</b>						
RES025	<b>Move landlords online with face to face (F2F) by appointment only on fixed days.</b> Access Harrow staff saving following moving interaction with landlords online.	-90				5,475	
RES026	<b>Reduction in staff hours to meet demand through fewer full time posts</b>	-60				5,475	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES027	<b>Use of Artificial Intelligence to divert switchboard calls.</b> Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	-60				5,475
RES028	<b>Restructure of Reception to ensure all day cover.</b> Staffing reduction in Access Harrow.	-10					5,475
RES029	<b>Further channel shift through roll out of My Harrow account.</b> Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR		-60				5,475
RES030	<b>Close F2F and Telephony Channels for Public Realm Enquiries.</b> Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.		-30				
RES031	<b>Reconfigure One Stop Shop</b> to self-serve area and close F2F (face to face) advice	-50	-100	-70	-50	-100	5,475
RES032	<b>IT / Project Management Office (PMO) Deletion of Project Manager</b>	-48					405
RES033	<b>Data centre to remain at the Civic Centre.</b> Saving on IT contract from not moving data centre to a remote site.	-250					11,651
RES034	<b>Recharge utility costs for computer room to Capita.</b>	-95					11,651
RES035	<b>Reduction in Telephony Costs utilising SIP</b> Telephony moved a cheaper technology.	-200					153
	<b>Strategic Commissioning</b>						



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES036	<b>Merger of Corporate Performance Team and Service Performance Team, reducing staffing.</b> Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).		-93			1,381	
RES037	<b>Delete post of Senior Professional SIMS.</b> Staff reduction in team supporting the use of the schools information system.	-60				487	
RES038	<b>Performance, Research &amp; Analysis Business Case and New Operating Model Strategic Commissioning.</b> Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-132	-97			1,381	
RES039	<b>Merger of Consultation Officer into Communications team. This is a staff reduction of 1FTE which will see the Communications taking the corporate lead for consultations in the Council from 01/04/13</b>	-40				656	
RES040	<b>Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.</b>	-46	-46			656	
	<b>HRD</b>						
RES041	<b>Reduction in HRD Management team. Post deletion.</b>			-65		622	
RES042	<b>Reduction in HRD posts. Deletion of 2 posts.</b>		-75	-75		622	

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES043	Re-negotiate Learning & Development (L&D) managed service contract fees	-38				63
RES044	Reduction in Trade Union (TU) facility budget. Reduction in funding provided to support Trade Union staffing.	-30				50
RES045	Print Contract Savings. Letting of contract for printers and photocopyers at lower cost.	-350	-100			496
RES046	Cessation of External recruitment Advertising. Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-25	-75			-25
	Risk Audit and Fraud					
	CORPORATE ANTI-FRAUD TEAM					
RES047	Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery.	-20	-19			447
	INTERNAL AUDIT					
RES048	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.		-16			35
RES049	Delete vacant post in audit	-30				220
RES050	CORPORATE HEALTH & SAFETY SERVICE					
RES051	Delete 2 posts in Health and Safety. CIVIL CONTINGENCIES TEAM	-82				74
RES052	Joint working opportunity with other boroughs. Share service with another borough.	-35				130
	INSURANCE SERVICE					
RES053	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	-3			23

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES054	<b>Future trading with Academies.</b> Introduce chargeable service to academies.	-25				-540
RES055	<b>Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies.</b> Staffing reduction	-20				82
RES056	<b>Reduction of 1FTE Anti Fraud Investigator Post</b>	-50				257
RES057	<b>Reprocurement Occupational Health.</b> Relet contract.	-70				177
RES058	<b>Deletion of Corporate Risk Management Support Service.</b> Deletion of post in 2013.	-30	-30			17
RES059	<b>Cross Council Insurance Claims.</b> Reduce cost of insurance claims against the Council by better risk management.	-30	-70			620
RES060	<b>Reduced Contribution to Insurance Provision.</b> Reduce cost of insurance claims against the Council by better risk management.		-100			620
RES061	<b>Deletion of Divisional Director post as part of Resources Directorate restructure</b>	-118				0
	<b>LEGAL AND GOVERNANCE</b>					
	Legal Practice					
RES062	<b>Legal Practice staffing</b>	-28				70
RES063	<b>Shared Service efficiencies.</b> Reduced staffing on service shared with Barnet.	-75				1,964
RES064	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	-100	-100			-100
RES065	<b>Registrars</b>					
RES066	<b>Share/reduce management costs .</b> Reduced staffing	-75				1,964

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES067	Elections					
RES068	E-canvass Project. Reduced staffing following electronic canvass.	-20	-20			129
RES069	Reduced Number and Frequency Formal Committees. Reduced staffing.	-30	-70			206
RES070	Efficiency savings in Mayor's office. Reduced staffing	-26				38
RES071	Scaled Back Councillor Investigation Process. Reduced staffing.	-50				0
RES072	Increase to Registrars Fee Income Target. Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	50	-100			-54
RES073	Corporate Finance Finance restructure. Reduced staff costs.		-300			1,793
RES074	Audit fees reduced	-160				270
RES075	London Boroughs grant scheme – reduced levy	-74				264
RES076	Treasury Management - increased investment income Procurement	-939				
RES077	Collections and Benefits Deletion of 2 FTE posts in Revenues - Council Tax and National Non Domestic Rates (NNDR)	-60				804
RES078	Deletion of 4 FTE posts in Housing Benefits		-140			1,227
RES079	Deletion of 1 post in Parking Back Office	-25				303
RES080	Staff reductions to match DWP Admin grant reduction		-48			

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-105	-102				9,662
RES082	Revenues Staffing Reductions				-40	804	
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.			-125	-145	1,227	
RES084	Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15	-25	-50			50	
RES085	Funding Administration of Emergency Relief Scheme from Grant.	-85				0	
RES086	Restrict the issuing of taxi cards to only that which is available through TFL funding. Reduction in scheme benefits to members.	-200				0	
RES087	Cross Council Efficiencies not delivered in 2012-13. Proposed cross cutting efficiencies in 2012-13 that have not progressed.	215				0	
	<b>Late Savings</b>						
RES088	Vacancy management. Reduction in staffing	-148				40,879	
RES089	Agency. Reduction in use of agency staff combined with improved terms for the Council's agency provider.	-157				40,879	
RES090	Procurement. Additional saving from improved category management.	-205				16,850	
RES091	Inflation. Reduction in inflation allocation to be achieved through supplier management	-86				16,850	
	<b>Total Resources Savings</b>	<b>-4,504</b>	<b>-1,969</b>	<b>-520</b>	<b>-335</b>		

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
		-2,887	-1,573	275	-225	
	Net Resources Directorate					

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
 Proposed changes to MTFS for member approval following budget re-fresh process to be approved for the final budget calculation

APPENDIX 3

Item No	2014-15	2015-16	2016-17	2013-14 Net Budget
	£000	£000	£000	£000
<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236	
<b>CHILDREN AND FAMILIES</b>				
<b>Unachievable savings</b>				
CF 025 Procurement Savings including placements	300	0	0	18,806
<b>New Growth</b>				
CF 001 14/15 Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	2542
CF 002 14/15 Special Needs Transport increase in demand	300	0	0	3379
<b>Total Children and Families</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	
<b>ENVIRONMENT &amp; ENTERPRISE</b>				
<b>Unachievable savings</b>				
E&E012 Further management reductions in Environment	140	0	0	287
E&E019 Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	150	0	0	388
E&E020 Introduction of Civic Centre staff car parking charges and other free car parks	180	0	0	-191
E&E025 Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	100	0	0	1,845
E&E031 Review of loss making car parks	150	0	0	-1,055
E&E035 Reduce the number of off-street car park sites and dispose of selected car park sites	100	0	0	-1,046
E&E040 Returning Parks to Open Space	275	0	0	1,137
E&E050 / 51 Review parks and cemeteries opening and locking and specialist dog waste collection	105	0	0	1,137
E&E059 Additional planning fees income following change from central government	290	0	0	333
<b>Re - profiled savings</b>				
E&E011 Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	375	-375	0	2,477
E&E043 Grounds maintenance: Annualised hours	81	-81	0	1,137
<b>Agreed growth no longer required</b>				
E&E003 Parking review - 20 minute free parking	-568	0	0	-4,448
E&E005 CCTV camera income decline	-70	14	11	
E&E006 CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	-88	0	0	392
<b>New Growth</b>				

Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236					
E&E 001 14/15	<b>Recycling Support Team</b> - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0					147
E&E 002 14/15	<b>Secondary Shopping Centres Beat Sweeping</b> - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0					2303
E&E 003 14/15	<b>Street cleansing Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0					169
E&E 004 14/15	<b>Neighbourhood Champions (NC)</b> - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0					0
E&E 005 14/15	<b>Parks/Grounds Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0					1762
E&E 006 14/15	<b>Enhanced planning enforcement</b> - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0					333



Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236					
E&E 007 14/15	<b>Additional transitional management roles to support administration improvement priorities</b> - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met. <b>Substitute Savings</b>	130	0	0	0	0	18543		
E&E 008 14/15	<b>Budget Realignments for Parking Services (Income re-alignment, no staff impact)</b> Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended. <b>Key risks:</b> 1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time. 2. The performance can be adversely impacted by inclement weather, technical and legal issues. 3. Policy changes	-700	0	0	0	0	-4,448		
E&E 009 14/15	<b>Textiles Recycling</b> Additional income generated from textiles recycling contract.	-10	0	0	0	0	450		
E&E 010 14/15	<b>Increase in income relating to leisure centre car parks</b> Increase in leisure centre parking income	-300	0	0	0	0	0		
	<b>Total Environment &amp; Enterprise</b>	<b>1,065</b>	<b>-442</b>	<b>11</b>					
	<b>COMMUNITY, HEALTH AND WELLBEING</b>								
	<b>Unachievable savings</b>								
	<b>Adults</b>								
CHW015	<b>West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC)</b> Residential Care	50	0	0	0	0	9,819		
CHW029	<b>Secure further earmarked investment from PCT/CCG in Adult Social Care</b>	500	0	0	0	0	2,206		
CHW033	<b>Older People Integrated Care.</b> Consideration of jointly provided services with Health.	800	0	0	0	0			
CHW034	<b>Late savings - vacancy management</b>	69	0	0	0	0			
CHW035	<b>Late savings - agency costs</b>	73	0	0	0	0			
	<b>Community and Culture</b>								
CHW050	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	141	-18	0	0	0	5,385		
CHW054	<b>Procurement Efficiencies</b>	139	0	0	0	0			
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	63	0	0	0	0	63		
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	355	0	0	0	0	1,142		
CHW069	<b>Late savings - procurement</b>	167	0	0	0	0			
	<b>New Growth</b>								
	<b>Adults</b>								

Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>								
CHW001 14/15	<b>Demographic Growth.</b> Costs associated with increased demand and complexity for eligible users	0	15,693	14,236	0	0	0	29,216	
CHW002 14/15	<b>Homelessness [100 families &amp; anticipated B&amp;B HB changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	150	0	0	0	0	0	2,873	
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	0	0	0		
	<b>Total Community, Health and Wellbeing</b>	<b>3,224</b>	<b>-18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>RESOURCES</b>								
	<b>Unachievable Savings</b>								
RES041	<b>Reduction in Human Resource Development ( HRD) Management team.</b> Post deletion.	65	0	0	0	0	0	622	
RES042	<b>Reduction in HRD posts.</b> Deletion of 2 posts.	75	0	0	0	0	0	622	
RES069	<b>Reduced Number and Frequency Formal Committees.</b> Reduced staffing.	70	0	0	0	0	0	206	
RES083	<b>Housing Benefits Staffing Reductions as Benefits moves to Department for Work and Pensions (DWP).</b> Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	125	20	0	0	0	1,227	
RES084	<b>Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15</b>	50	0	0	0	0	0	50	
RES064	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	200	0	0	0	0	0	-100	
	<b>Re-profiled Investment / Savings</b>								
RES019	<b>DWP Housing Benefit Reduction in Administration Grant.</b> Following the introduction of Universal Credit administered by central government.	-250	-250	500	0	0	0	1,660	
RES020	<b>Loss of Housing Benefits Overpayments Income Stream.</b> Following the introduction of Universal Credit administered by central government.	-200	-120	210	0	0	0	630	
RES078	<b>Deletion of 4 FTE posts in Housing Benefits</b>	140	-140	0	0	0	0	3,117	
	<b>New Growth</b>								
RES 001 14/15	Revenue implications of security enhancements required by Public Services Network (PSN)	100	0	0	0	0	0	10,332	
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	0	0	0	5,429	
	<b>Substitute Saving</b>								
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	0	0	0	280	
	<b>Total Resources</b>	<b>20</b>	<b>-385</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>TECHNICAL BUDGET CHANGES</b>								
Tech 001	<b>Capital financing costs and investment income</b>	910	700	0	0	0	0		
Tech 002	<b>New homes bonus</b> - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013	0	1600	180	0	0	0	-2,867	
Tech 003	<b>SSCF Grant received from Greater London Authority (GLA) - reduction.</b>	62	0	0	0	0	0	62	
Tech 005	<b>PCT Funding via s256 agreement.</b> CCG funding via s256 agreement.	-233	0	0	0	0	0	-	
Tech 007	<b>Education Support Grant.</b> New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	-1,500	500	200	0	0	0	-2,500	
Tech 001 14/15	Council Tax Freeze Grant	-1055	-1055	2110	0	0	0	0	
Tech 002 14/15	Formula Grant reduction as indicated in March 2013 budget	1000	0	0	0	0	0	52,100	

Item No	2014-15	2015-16	2016-17	2013-14 Net Budget
	£000	£000	£000	£000
	0	15,693	14,236	
<b>BUDGET GAP PRIOR TO REFRESH</b>				
Council Tax Base to reflect actual base for 2014/15 and projected increase of 0.1% in future years	-1519	-100	-100	93,039
Collection Fund	-681	681	0	-1,045
Council Tax increase at 0% for 2014/15, 2015/16 and 2016/17	1861	1861	1861	0
Tech 006 14/15				
Tech 018	-1,829	0	0	1,171
Tech 019	-2,000	1000	0	2,000
Tech 025	-600	-600	-600	-
Tech 029	151	46	-16	-
<b>Terms and conditions.</b> Savings arising from renegotiated terms and conditions with staff.				
<b>Total Technical Budget Changes</b>	<b>-5,433</b>	<b>4,633</b>	<b>3,635</b>	
<b>TOTAL ADJUSTMENTS</b>	<b>-24</b>	<b>3,788</b>	<b>4,376</b>	
<b>REVISED BUDGET GAP</b>	<b>-24</b>	<b>19,481</b>	<b>18,612</b>	

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## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES		Proposed MTFS		Category	Consultation		EQIA	
	2014-15 £000	2015-16 £000	2016-17 £000	General		Specific	Initial	Full	
Tech 001		167	310	841	N/A - technical budget adjustment	N/A		N/A	N/A
		<b>167</b>	<b>310</b>	<b>841</b>					
Tech 002		-591	1,075	-345	N/A - technical budget adjustment	N/A		N/A	N/A
		62	0	0	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 003		-500	1,500	200	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 007		-1,055	-1,055	2,110	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 001		1,000	0	0	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 002		<b>-1,084</b>	<b>1,520</b>	<b>1,965</b>					
Tech 012		350	360	370	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 003		-1,519	-100	-100	N/A - technical budget adjustment	Yes		N/A	N/A
14/15		-681	681	0	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 004		1,861	1,861	1,861	N/A - technical budget adjustment	Yes		N/A	N/A
14/15									
Tech 014		14	0	0	Agreed February 2013	Yes		N/A	N/A
Tech 017		150	0	0	Agreed February 2013	Yes		N/A	N/A
Tech 018		0	3,000	3,000	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 019		-2,000	0	0	N/A - technical budget adjustment	Yes		N/A	N/A
Tech 020		-108	-81	-81	Agreed February 2013	Yes		N/A	N/A
Tech 022		-1,000	0	0	Agreed February 2013	Yes		N/A	N/A
		<b>-2,933</b>	<b>5,721</b>	<b>5,050</b>					
Tech 023		950	1,850	1,850	Agreed February 2013	Yes		N/A	N/A
Tech 024		400	400	400	Agreed February 2013	Yes		N/A	N/A
Tech 025		1,210	1,210	1,210	N/A - technical budget adjustment	Yes		N/A	N/A
		<b>2,560</b>	<b>3,460</b>	<b>3,460</b>					
Tech 028		24	0	0	Agreed February 2013	Yes		N/A	N/A
Tech 029		-169	-94	-16	N/A - technical budget adjustment	Yes		N/A	N/A

**MTFS 2014/15 to 2016/17 – Proposed investments / savings**

Item No	TECHNICAL BUDGET CHANGES			Proposed MTFS			Category		Consultation		EQIA	
	2014-15 £000	2015-16 £000	2016-17 £000	2014-15 £000	2015-16 £000	2016-17 £000	General	Specific	Initial	Full		
		-145	-94			-16						
<b>Total Transformation</b>												
<b>Total Corporate</b>		-1435	10917			11300						

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	CHILDREN'S SERVICES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific		Initial
	Investment in Services								
CF 001	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	178	178	178	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	82	82	82	Agreed February 2013	Yes	N/A	Yes	N/A
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	Agreed February 2013	Yes	N/A	Yes	N/A
CF 004	Loss of Youth Justice Board funding	10	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 008	Creation of Advanced Practitioner Social Worker posts	70	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	-97	0	0					
CF 001 14/15	Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002 14/15	Special Needs Transport increase in demand	300	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>1,196</b>	<b>413</b>	<b>413</b>					
	<b>Savings</b>								
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-90	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 024	Review of semi supported provision including potential closure of Honeypot Lane	-410	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 025	Procurement Savings including placements	230	0	0	Unachievable saving	Yes	Yes	Yes	N/A
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
	<b>Total Children and Families Savings</b>	<b>-1,768</b>	<b>0</b>	<b>0</b>					
	<b>Net Children &amp; Families</b>	<b>-572</b>	<b>413</b>	<b>413</b>					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Investment in Services								
E&E001	Public Realm Services (PRS) - Vehicle early termination payments	-295	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E002	Transformation growth	-163	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E003	Parking review - 20 minute free parking	-261	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E005	CCTV camera income decline	0	70	56	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E006	CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	-88	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E008	West London Waste Authority (WLWA) Levy	689	677	708	Agreed February 2013	Yes	N/A	N/A	N/A
E&E 001 14/15	<b>Recycling Support Team</b> - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0					
E&E 002 14/15	<b>Secondary Shopping Centres Beat Sweeping</b> - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0	New growth	Yes	N/A	N/A	N/A
E&E 003 14/15	<b>Street cleansing Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 004 14/15	<b>Neighbourhood Champions (NC)</b> - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0	New growth	Yes	N/A	N/A	N/A



## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
E&E 005 14/15	<b>Parks/Grounds Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 006 14/15	<b>Enhanced planning enforcement</b> - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 007 14/15	<b>Additional transitional management roles to support administration improvement priorities</b> - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met.	130	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>737</b>	<b>747</b>	<b>764</b>					
	<b>Savings</b>								
E&E011	<b>Public Realm Integrated Service Model (PRISM) efficiencies.</b> Towards Excellence Programme efficiencies	25	-375	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E012	<b>Further management reductions in Environment</b>	-145	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E013	<b>Public Realm Post reductions.</b> Efficiency in management and support to Borough's allotments	-24	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E016	<b>Climate Change - Flexible retirement and consumables budget</b>	-58	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E019	<b>Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project</b>	75	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E020	<b>Introduction of Civic Centre staff car parking charges and other free car parks</b>	135	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E023	<b>Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project</b>	-122	-58	0	Agreed February 2013	N/A	N/A	Yes	N/A
E&E025	<b>Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.</b>	100	0	0	Unachievable saving	N/A	N/A	N/A	N/A
E&E031	<b>Review of loss making car parks</b>	150	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E033	<b>Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E039	<b>Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet</b>	-25	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E040	<b>Returning Parks to Open Space</b>	275	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E041	<b>Grass Verge Maintenance reduction</b>	-165	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E043	<b>Grounds maintenance: Annualised hours</b>	0	-81	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E046	<b>Review fine turf service standards</b>	-29	0	0	Agreed February 2013	Yes	Yes	N/A	N/A
E&E050 / 051	<b>Review parks and cemeteries opening and locking and specialist dog waste collection</b>	105	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E058	<b>Procurement Savings - others</b>	-273	0	0	Agreed February 2013	Yes	N/A	N/A	N/A

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000	General	Specific	Initial	Full
	<b>Budget Realignments for Parking Services (Income re-alignment, no staff impact)</b> Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended. <b>Key risks:</b> 1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time. 2. The performance can be adversely impacted by inclement weather, technical and legal issues. 3. Policy changes	-700	0	0	Yes	N/A	N/A	N/A
E&E 008 14/15	<b>Textiles Recycling</b> Additional income generated from textiles recycling contract.	-10	0	0	Yes	N/A	N/A	N/A
E&E 010 14/15	<b>Increase in income relating to leisure centre car parks</b> Increase in leisure centre parking income	-300	0	0	Yes	Yes	N/A	N/A
	<b>Total Environment &amp; Enterprise Savings</b>	<b>-1,086</b>	<b>-514</b>	<b>0</b>				
	<b>Net Environment &amp; Enterprise Directorate</b>	<b>-349</b>	<b>233</b>	<b>764</b>				

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	<b>Investment in Services</b>								
	<b>Adults</b>								
CHW001	<b>Demographic Growth.</b> Costs associated with increased demand for eligible users	3,200	2,800	2,500	Growth agreed February 2013 / New growth	Yes	N/A	N/A	N/A
CHW004	<b>Housing Services Housing General Fund (HGF)</b>								
	<b>Homelessness [100 families &amp; anticipated B&amp;B HB changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0		Yes	N/A	N/A	N/A
CHW005	<b>Homelessness.</b> Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	-500	0	0	Unachievable saving	Yes	N/A	N/A	N/A
CHW006	<b>Invest to Save in Private Sector Leasing (PSL)</b> Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	-289	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	<b>Community &amp; Culture</b>								
CHW010	<b>Support for specialist welfare advice services</b>								
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Public Health</b>								
CHW011	<b>Public Health Transition costs</b>	-100	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>2,238</b>	<b>2,800</b>	<b>2,500</b>					
	<b>Savings</b>								
	<b>Adults Services</b>								
CHW013	<b>Contract Management - efficiencies</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW015	<b>West London Alliance (WLA) Joint Procurement: Approved Provider</b>	-100	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW017	<b>Credition (APC) Residential Care</b>	-100	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW018	<b>Voluntary Sector Funding.</b> Reversal of 2012/13 growth	-200	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW019	<b>Residential Care Strategic Review.</b> Only the most complex service users to be supported in residential establishments.	-3,000	0	0					
CHW020	<b>Investment in Community Based Services.</b> Cost of providing services as a result of not placing service users in residential care.	1,500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW021	<b>Day Care Strategic Review</b>	-300	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW022	<b>Purchasing Budget [community based efficiencies].</b> Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW023	<b>Commissioning Staff.</b> Review of staffing structures.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS				Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000	General		Specific	Initial	Full	
CHW024	<b>Share Complaints team with another local authority and/ or aggregate within Council.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-104	0	0						
CHW025	<b>Sharing of Joint Assessment Team with another local authority.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-93	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW028	<b>Supporting People - targeted efficiency savings through specific contracts</b>	-1,324	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW029	<b>Secure further earmarked investment from PCT/CCG in Adult Social Care</b>	500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW032	<b>Meals on Wheels.</b> Review options for service provision.	-190	0	0	Unachievable savings	Yes	Yes	N/A	Yes	
CHW034	<b>Late savings - vacancy management</b>	69	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW035	<b>Late savings - agency costs</b>	73	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW037	<b>Housing Services (HGF)</b>									
CHW038	<b>Housing Needs - Private Sector Leasing Scheme.</b> Income generation	-25	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW041	<b>Housing Service Efficiency Review.</b> Saving in staffing costs	-70	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW047	<b>Invest to Save - cash incentives.</b> Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes	
CHW048	<b>Empty Homes Initiative.</b> Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW049	<b>Community and Culture</b>									
CHW050	<b>Community Development review of structure and service reposition</b>	-15	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW051	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	70	-18	0	Unachievable savings	Yes	N/A	N/A	Yes	
CHW052	<b>Library Volunteers.</b> Support provided by volunteers.	-40	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW053	<b>Cultural Strategy Review efficiencies - savings subject to tender with Ealing &amp; Brent</b>	-400	0	0	Agreed February 2013	Yes	N/A	N/A	Yes	
CHW054	<b>Procurement Efficiencies</b>	62	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW055	<b>Reduce Adult Learning Subsidy.</b> Services to be funded by grant.	-50	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW056	<b>Reduce subsidy to harrow young musicians</b>	-10	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	63	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	117	0	0	Unachievable savings	Yes	N/A	Yes	N/A	
CHW062	<b>Deletion of post supporting community festivals</b>	-48	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW068	<b>Public Health</b>									
CHW069	<b>Further Public Health Efficiencies.</b> Funding existing Council revenue funded services.	-100	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW070	<b>Transformation</b>									

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
CHW069	Late savings - procurement	167	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	<b>Total CHW Savings</b>	<b>-5,296</b>	<b>-18</b>	<b>0</b>					
	<b>Net CHW Directorate</b>	<b>-3,058</b>	<b>2,782</b>	<b>2,500</b>					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	
	Investment in Services							
	Customer Services							
	IT / Project Management Office (PMO)							
RES005	BTP Contract Indexation. Cost of contractual increases in excess of 2%.	30	0	0	Agreed February 2013	Yes	N/A	N/A
RES 001 14/15	Revenue implications for security enhancements required by Public Services Network (PSN)	100	0	0	New growth	Yes	N/A	N/A
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	New growth	Yes	N/A	N/A
	<b>Strategic Commissioning</b>							
RES009	Experian & LIS. Addition of new census data into LIS system and update of Experian profiles.	22	-25	0	Agreed February 2013	Yes	N/A	N/A
RES010	Refresh of Residents Panel. Refresh of membership.	-10	0	0	Agreed February 2013	Yes	N/A	N/A
RES014	Human Resource Development (HRD)	15	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Reduced West London Waste Authority (WLWA) SLA Income to Payroll.</b>							
	Reduction in SLA income as West London Waste ceases to use Harrow services.					Yes	N/A	N/A
	<b>Legal and Governance</b>							
RES016	Individual Electoral Registration. Implementation costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Finance</b>							
RES017	Finance Transformation Project. One off implementation costs for development of enhanced service.	-200	0	0	Agreed February 2013	Yes	N/A	N/A
RES018	Finance - Ending Service to WLWA. Reduction in SLA income as West London Waste ceases to use Harrow services.	27	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Collections and Benefits</b>							
RES019	Department for Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant. Following the introduction of Universal Credit administered by central government.	0	250	500	Re-profiled investment	Yes	N/A	N/A
RES020	Loss of Housing Benefits Overpayments Income Stream. Following the introduction of Universal Credit administered by central government.	0	200	320	Re profiled investment	Yes	N/A	N/A
RES023	Public Finance Initiative (PFI) Grant Reduction. Ending of grant in relation to previous PFI contract.	43	0	0	Agreed February 2013	Yes	N/A	N/A
RES024	DWP HB Reduction in Admin Grant	119	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Total Investment in Services</b>	<b>96</b>	<b>425</b>	<b>820</b>				
	<b>Savings</b>							
	<b>Customer Services</b>							
RES027	Use of Artificial Intelligence to divert switchboard calls. Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	0	0				
RES029	Further channel shift through roll out of My Harrow account. Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR	-60	-60	0	Agreed February 2013	Yes	Yes	Yes
RES030	Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries. Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	-30	-70	-50	Agreed February 2013	Yes	Yes	Yes
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-100	-190	-100	Agreed February 2013	Yes	Yes	Yes
	<b>Strategic Commissioning</b>							

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific		Initial
RES036	<b>Merger of Corporate Performance Team and Service Performance Team, reducing staffing.</b> Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).	-93	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES038	<b>Performance, Research &amp; Analysis Business Case and New Operating Model Strategic Commissioning.</b> Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-97	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES040	<b>Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.</b>	-46	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES042	<b>HRD</b>								
RES045	<b>Reduction in HRD posts.</b> Deletion of 2 posts.	0	-75	0	Unachievable saving	Yes	Yes	Yes	Yes
RES046	<b>Print Contract Savings.</b> Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES047	<b>Cessation of External recruitment Advertising.</b> Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-75	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES048	<b>CORPORATE ANTI-FRAUD TEAM</b>								
RES049	<b>Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery.</b>	-19	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES050	<b>INTERNAL AUDIT</b>								
RES051	<b>Reduce co-sourcing budget.</b> Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES052	<b>INSURANCE SERVICE</b>								
RES053	<b>Reduced broker fees through more in-house handling and increased income on third party insurance schemes</b>	-3	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES054	<b>Deletion of Corporate Risk Management Support Service.</b> Deletion of post in 2013.	-30	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES055	<b>Cross Council Insurance Claims.</b> Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES056	<b>Reduced Contribution to Insurance Provision.</b> Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES057	<b>LEGAL AND GOVERNANCE</b>								
RES058	<b>Legal Practice</b>								
RES059	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
RES060	<b>E-canvas Project.</b> Reduced staffing following electronic canvas.	-20	0	0	Agreed February 2013	Yes	N/A	Yes	Yes
RES061	<b>Increase to Registrars Fee Income Target.</b> Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES062	<b>Corporate Finance</b>								
RES063	<b>Finance restructure.</b> Reduced staff costs.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES064	<b>Collections and Benefits</b>								
RES065	<b>Deletion of 4 FTE posts in Housing Benefits</b>	0	-140	0	Reprofiled saving	Yes	Yes	Yes	Yes
RES066	<b>Staff reductions to match DWP Admin grant reduction</b>	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-102	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES082	Revenues Staffing Reductions	0	0	-40	Agreed February 2013	Yes	Yes	Yes	Yes
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	0	-125	Unachievable saving	Yes	Yes	Yes	Yes
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Substitute saving	Done	Done	Done	Done
	<b>Total Resources Savings</b>	<b>-1,649</b>	<b>-535</b>	<b>-315</b>					
	<b>Net Resources Directorate</b>	<b>-1,553</b>	<b>-110</b>	<b>505</b>					



**Draft Public Health Funding 2014/15****APPENDIX 5****Mandatory Services**

Sexual Health (incl Family Planning)	2,735,948	
Health Checks	334,750	
Supporting Child Health	<u>687,820</u>	
		3,758,518

**Discretionary Services**

Tobacco Control	228,500	
Drug & Alcohol Misuse	2,175,156	
Physical Activity	134,620	
Other	<u>495,873</u>	
		3,034,149

**Staffing & Support Costs**

Staffing	1,121,496	
Non-staffing	314,000	
Overheads	<u>270,525</u>	
		1,706,021

New Investment		415,000
Contingency		312,500
Unallocated Grant		<u>225,952</u>
<b>Total Expenditure</b>		<b><u><u>9,452,140</u></u></b>

**Funded by**

Department of Health Grant	9,146,000	
MOPAC funding	56,140	
Council funded	<u>250,000</u>	
<b>Total Income</b>		<b><u><u>9,452,140</u></u></b>

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## Schools Budget 2014-15

### 1. Introduction

The Dedicated Schools Grant (DSG) is a ring fenced grant of which the majority is used to fund individual school budgets. It also funds certain central services provided by the local authority such as Early Years (private and voluntary sector nurseries) and fees for out of borough pupils at independent special schools.

In March 2012 the DfE announced their intention to introduce a new school funding methodology with effect from April 2013. Schools budgets have been set for 2013-14 based on this new methodology which was reported to Cabinet on 13<sup>th</sup> December 2012.

### 2. School Funding Reform 2014-15

In 2014-15 the DSG will continue to be split into the following three blocks:

- Schools Block
- High Needs Block
- Early Years Block

The DfE issued the “2014-15 Revenue Funding Arrangements: Operational Information for Local Authorities” on 8<sup>th</sup> July 2013 to enable local authorities and their Schools Forums in planning the local implementation of the reformed funding system for 2014-15.

The Formula Factors and changes since 2013-14 are shown at Table 1. At its meeting on 15<sup>th</sup> October 2013, Schools Forum agreed to retain the same factors for 2014-15 as used in 2013-14.

**Table 1**

#### Funding Formula Factors and changes since 2013-14

<b>Changes for 2014-15:</b>	<b>Comment</b>
<b>Pupil led funding</b> (basic entitlement per pupil and other pupil led factors) Minimum level for pupil led funding set at 80 per cent	No impact. Harrow already allocates over 90 per cent through these factors
<b>Age Weighted Values (Mandatory factor)</b> Minimum AWPV values set at £2,000 for primary and £3,000 for Key Stage 3 and Key Stage 4	No impact. Harrow exceeds these values
<b>Primary Prior Attainment Factor</b>	No impact.

Early Years Foundation Stage Profile (EYFSP) Retained as prior attainment factor for primary schools	
<b>Secondary Prior Attainment Factor</b> Changed so that it now counts pupils achieving below Level 4 in Maths <b>OR</b> English instead of Maths <b>AND</b> English	This has more than doubled the number of pupils counted in this calculation. This has increased the value of funding distributed through this factor by nearly £5m. It is proposed that the cash value per pupil should be reduced to fund this pressure.
<b>Deprivation (Mandatory)</b> Factors retained. Can use Free School Meals (FSM) or Ever 6 FSM, and/or IDACI	It is proposed to retain FSM.
<b>Scarcity Factor</b> New for 2014-15	At its meeting on 10 <sup>th</sup> September 2013 Schools Forum agreed that this factor is not relevant
<b>Looked After Children (LAC)</b> Only one indicator rather than a choice of three. Any child who has spent a day or more in care	No impact
<b>Pupil Mobility</b> In 2014-15 this only applies to schools with more than 10% mobility and applies to pupils who were mobile in the last three years	This has reduced the amount of funding distributed through this factor by just over £1m, affecting both sectors. It is proposed that the cash value per pupil should be increased to redistribute this reduction
<b>Lump Sum</b> Maximum reduced to £175,000 and the value can be different for primary and secondary schools. Merging schools can keep 85% of two lump sums for the full financial year after amalgamation	Harrow's lump sum remains at £154,230. This will impact on one amalgamation which took place in Sept 2013.
<b>Schools with Falling Rolls</b> Schools Forum can agree a top-slice of the Dedicated Schools Grant (DSG). Fund applies to Academies and maintained schools where places will be required in 2 to 3 years and schools are rated by OfSTED as good or outstanding	No fund at present, unlikely to be required in 2014-15
<b>De-delegation</b> No change. De-delegation reviewed each year	Currently only £31,270 for Schools Support has been de-delegated for Trade Union duties.
<b>Minimum Funding Guarantee</b> Remains at -1.5% per pupil. LAs can cap gains under the formula to fund the MFG	It is proposed that a cap of 1% is applied to gains, in order to fund those schools whose funding reduction is below 1.5%. In 2013-14

the cap on gains was set at 0.5%.
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The main changes since 2013-14 relate to the Secondary Prior Attainment Factor and Pupil Mobility. A consultation was issued to all maintained school and academy school head teachers in October 2013. This consultation closed on 8<sup>th</sup> November 2013.

The consultation included three proposals:

- adjust the per pupil funding for the Secondary Prior Attainment Factor in order that a similar level of funding be distributed through this factor as in 2013-14
- adjust the per pupil funding for the Pupil Mobility Factor in order that a similar level of funding be distributed through this factor as in 2013-14
- cap gains on schools whose budgets increase between years in order to fund those schools whose funding reduction is below 1.5%.

The level of adjustment and capping will not be known until the DSG allocation for the Schools Block is announced for 2014-15. This is likely to be mid-December 2013.

All high schools responded to the consultation and were in agreement with the proposals. No response was received from the primary sector.

### **3. Setting Schools Budgets 2014-15**

The final 2014-15 Schools Block DSG is based on pupil numbers as recorded on October 2013 School Census, multiplied by a per pupil unit of funding. The per pupil unit of funding for 2014-15 remains the same as 2013-14 at £4,927.48.

Based on provisional October 2013 census data, the forecast DSG for 2014-15 for the Schools Block is £145m. It should be noted that at the time of writing (11<sup>th</sup> November 2013) not all of the academy high school census data had been returned to the LA from the DfE. Therefore, this calculation assumes that pupil numbers for 4 academy high schools remain the same as October 2012. However, this is unlikely and so the above figure can be indicative only. Under the current regulations the council continues to calculate the basis of the academy budgets through the Harrow Schools Funding Formula. The DfE then recoup the DSG in respect of the academy budgets and pass this funding onto academies directly.

Schools will also receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals (FSM) in the last six years. In 2013/14 the rate for both eligible primary and secondary pupils is £900. In 2014/15 this increases to £1,300 per eligible primary pupil and £935 per eligible secondary pupil. The pupil premium is a specific grant that the council has to pass onto schools. Schools can decide how they will use the

additional funding to achieve improved outcomes for deprived children. On 1 October 2013, Children's Minister, Edward Timpson MP, announced a new 'pupil premium plus' that will increase the funding for children in care at school to £1,900 per pupil from April 2014, an increase of £1,000 per pupil since 2013-14.

#### **4. Central Services**

Services currently funded from centrally retained DSG are included in either the High Needs block or Early Years block where appropriate, with the remaining falling into the Schools Block. All the funding in the schools block has to be passed to schools apart from the following named exceptions which can still be retained but are frozen at 2012-13 levels:

- Co-ordinated Admissions
- Servicing of Schools Forum

In addition, the following services will be delegated to schools:

- Behaviour Support Services
- Support to underperforming ethnic minority groups and bilingual learners
- Trade Union Facilities Time

Schools Forum has agreed to continue to de-delegate funding in respect of Trade Union Facilities Time.

At its meeting in November 2013 Schools Forum will consider a request to create a ring fenced Growth Fund from the DSG in order to fund in year pupil growth. This is important for Harrow given the scale of additional classes identified through the Primary Expansion Programme.

- **Additional Class Funding**

Proposed to allocate £63,000 of revenue funding for each additional class to provide for staffing plus some equipment for the period September to March (this equates approximately to 7 months of the 2014-15 reception per pupil funding). This will cover additional classes in both maintained and academy schools but not Free Schools.

At this stage it is not proposed to allocate similar funding for the secondary sector.

- **Trigger Funding**

Proposed to provide additional funding where pupil numbers in the Secondary Sector on the January census exceed those recorded in the previous October, by 2%. The funding will be based on average per pupil funding, though it is proposed to cap this at £100,000. This will

cover additional classes in both maintained and academy schools but not Free Schools.

## **5. High Needs Block**

The high needs funding system has been designed to support a continuum of provision for pupils and students with special educational needs (SEN), learning difficulties and disabilities, from their early years to age 25.

The following are funded from the High Needs Block:

- Harrow Special Schools
- Additional resourced provision in Harrow mainstream schools
- Places in out of borough special schools and independent special schools
- High Value Costed Statements in mainstream schools
- Post-16 SEN expenditure including FE settings
- SEN support services and support for inclusion
- Alternative Provision including Pupil Referral Units and Education Other Than At School

In 2013-14 high needs pupils are funded on a mixture of places and pupils, the “place-plus” approach. This will continue in 2014-15.

There are continued concerns about the financial risks posed by the changes to the funding for SEN provision. The 2013-14 High Needs Block will form the basis of the 2014-15 baseline. The DfE have not confirmed how they will fund growth in the High Needs Block in future years. In guidance issued on 4<sup>th</sup> October 2013 the DfE state:

*“The total national high needs budget for the financial year 2014 to 2015 has yet to be agreed and we are working on the expectation that resources will continue to be tight and increases in some allocations will need to be balanced by reductions in others”*

## **6. Early Years Block**

- **3 and 4 year old nursery entitlement**

Since 2004 all three and four year olds have been entitled to a free part time early education place. As in 2013-14 the funding for three and four year olds will be based on a per pupil amount of £4,320.96. Early years funding differs from main school funding because providers have to be funded for the pupil numbers that they actually have during the financial year, rather than on an earlier fixed data point.

Therefore the allocation for the Early Years block will be updated in summer 2014 to reflect January 2014 Early Years Census data and

then again at the end of the financial year to reflect January 2015 Early Years Census.

Nursery settings are funded through the Early Years Single Funding Formula (EYSFF). In October 2013 Schools Forum agreed to a review of the EYSFF with a view to implementation of a revised formula from April 2015.

- **2 year old nursery entitlement**

From September 2013 free entitlement became a statutory requirement for eligible two year olds. Local authorities' allocations included a notional amount for statutory places and a notional amount for trajectory building, to be used to create places in preparation for provision of entitlement for 40% of two year olds from September 2014. In Harrow this totalled £2.304m as well as a capital allocation of £438k.

The DfE is considering the most appropriate method for allocating funding to support the rise to 40% entitlement.



**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Draft Capital Programme 2014-15 to 2017-18
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Proposed Capital Programme

**Section 1 – Summary and Recommendations**

This report sets out the proposed capital programme for 2014-15 to 2017-18 for consultation.

**Recommendations:**

Cabinet is requested to: approve the draft capital programme, as detailed within Appendix 1, for consultation, with the final version to be presented at the February meeting of Cabinet.

**Reason:** To enable the Council to have an approved capital programme for 2014-15 to 2017-18 and to enable preparation work to be undertaken for future years.

## Section 2 – Report

### Development of the Capital Programme

1. This report sets out the Council's proposals for Capital investment over the next four years. These provide for a very substantial investment of £248m in infrastructure on General Fund and Housing Revenue Account services.
2. The proposed capital programme has been prepared in the current climate of increased revenue pressures, reduced external funding from Central Government as well as current property market conditions which are still more difficult than they were at the start of the world economic crisis. This limits the scope to receive capital and s106 planning receipts.
3. The existing capital programme is a one year detailed programme with an indicative envelope for the subsequent three years. In recognition of the need to plan ahead in relation to multi year programmes and to enable preparation work to be undertaken for future years' projects the programme proposed covers four years.
4. The approved Capital Strategy continues to provide a clear approach to Capital Programme development and requires the incorporation of the corporate priorities and alignment with the Council's Asset Management Plans and Property Strategy, equalities and health and safety implications. The strategy thus results in a greater visibility and accountability of capital programme development.
5. Service directorates were invited to bid for capital resources. A sophisticated ranking process was used in order to prioritise the capital bids received from departments against the available capital envelope.
6. This ranking was then reviewed by a sub-group of the Capital Forum and the following amendments were made:
  - Council funding of £1.739m in respect of Social Care IT developments was reduced in anticipation of future govt grant announcements
  - A number of bids were scaled back to allow the overall programme to fit within budget. These were Street Lighting, highways, Leisure and libraries infrastructure, Parks buildings and corporate IT systems.
  - Two large items of capital were removed again to allow the overall programme to fit within budget (Replacement of Hatch End swimming pool and expenditure to develop the Harrow Arts Centre).

This re-prioritisation was reviewed by the Corporate Strategy Board and lead members.

7. As well as the pressures highlighted in the first paragraph, flexibility in the capital programme is also constrained by a number of factors:
  - Unavoidable spending requirements such as major repairs to the Council's buildings and carriageway and footway resurfacing, and providing school places.

- Restrictions in the way funding can be used e.g. ring fenced funding such as Transport for London and DfE grants for schools.
- The availability of capital receipts
- Limited capacity to fund borrowing. Although there are no specific limits to borrowing in order to fund capital expenditure, since the introduction of the prudential borrowing framework, Councils must however consider the revenue implications in the context of the overall revenue budget commitments in the medium term. Proposals must be affordable and the revenue resources available to the Council have reduced and are anticipated to continue to do so in the medium term.

8. The proposed capital programme includes provision in the following priority areas:

- **Cleaner:** A borough where our streets are cleaned regularly and our parks and green spaces are places to enjoy.
  - Parks improvements
  - Green grid
  - Street trees
  - Parks buildings
  - Parks litter bins
  - Neighbourhood investment schemes
  - Flood defence
- **Safer:** Work with police to make Harrow even safer
  - Improved street lighting
  - CCTV crime reduction cameras
- **Fairer:** Harrow is a place where our hard working residents can bring up their families knowing they will have fair access to opportunity.
  - Primary and secondary school expansion programme
  - Disabled facilities grants
  - Renovation grants
  - Empty property grants and private sector initiatives
- **Other/Combination of priorities**
  - Highways Improvements
  - Civic Centre modernisation and development
  - ICT infrastructure to facilitate a number of transformation projects, including mobile and flexible working
  - High priority major works to corporate buildings
  - Leisure and Libraries capital infrastructure

The Summary Capital Programme is attached at Appendix 1.

9. The gross value of the proposed General Fund programme is £61.7m for 2014-15, with external funding of £45.4m and a net cost to the Council of £16.3m.

### **Backlog Maintenance**

10. The Council has considerable backlog maintenance – the figures from the latest Asset Management Plan are as follows:

- School buildings - £30m
- Corporate, Education and Miscellaneous buildings - £11.3m
- Highways – £150m

The level of investment contained within this programme does not clear the full backlog. It should be noted that the Council cannot afford to fully address the backlog in the short-term, however, the Council will do at least what is necessary in order to comply with health and safety legislation. The programme does include projects which address some of the backlog and also the investment in the civic centre will free up buildings for disposal and hence remove some of the backlog maintenance requirement.

### **Environment and Enterprise**

11. Despite the financial pressures the Council faces the proposed programme for Environment and Enterprise allows for a modest increase compared to 2013-14.

12. This allocation allows for substantial highways works, to address some of the backlog, improvement to the ageing street lighting and drainage infrastructure.

13. The programme also provides for investment in Parks improvements and Parks buildings and for the replacement of Parks litter bins.

14. There is provision for a number of Carbon reduction schemes. Carbon reduction schemes result in savings in both energy costs and carbon costs.

15. There is provision for a collaboration with GLA/TfL on a project to enhance the quality and safety of Harrow on the Hill station and bus station including provision of step free access. The Council contribution of £3.1m, mainly earmarked for 2017-18 but with early design costs in 2014/15, is aimed at (and conditional upon) leveraging in the significant investment required by GLA/TfL to deliver the project over a series of phases.

### **Children's Services**

16. Harrow is facing a significant pressure on places for both primary pupils and secondary pupils and also needs to expand its SEN provision. There is also a £30m maintenance backlog. Provision for addressing the pupil place requirements in schools and commencing to address the maintenance backlog is included within the proposed programme.

17. It is anticipated that the cost will be fully met from Government grant.

18. We have received grant or had funding confirmed by the DfE for £63m so far against the programme total expenditure of £73.7m. It is anticipated

that the balance will be met from future grant allocations of Basic Need and Capital Maintenance.

### **Community, Health and Wellbeing**

19. The programme provides for a targeted programme of improvements to the Council's leisure and library facilities. There will be ongoing contractual commitments around the replacement of Lifecycle gym equipment which will need to be included in future planning years.

20. The Government's reforms of Health and Social Care require significant investment in IT systems to support them. Provision for this has been included, with an assumption that 50% of the costs will be supported by grant. There is a further scheme not included in the draft programme which is still under consideration. Should the grant funding not be allocated as anticipated the schemes will be funded within overall available resources.

21. Provision has been made for Disabled Facility Grants to provide adaptations for vulnerable residents.

### **ICT Investment**

22. The Council outsourced the provision of IT services to Capita in November 2010. The programme of work allows for improved disaster recovery, increased resilience, flexible working and a scaleable service. As part of this outsourcing there has been a significant capital investment in software and equipment. The capital investment under the contract has not progressed as rapidly as originally envisaged but is now anticipated to complete in 2013-14.

23. The programme provides for further enhancement of systems and for refreshing the IT infrastructure and corporate systems.

### **Capital Receipts**

24. The capital programme assumes a programme of property disposals that are expected to raise £12m in 2014-15, £12m in 2014-15 and thereafter £2m p.a.

### **Housing Revenue Account (HRA)**

25. The HRA Capital Programme is detailed in a separate report to Cabinet elsewhere on this agenda.

### **Capital Funding**

26. The capital programme is funded from a number of sources. These include:

- External Funding of the order of £44m in 2014-15, primarily from the DfE and Transport for London;
- Borrowing;
- Capital receipts;
- s106 planning agreements in relation to specific schemes;

- Direct Revenue Financing (Housing Revenue Account).

It is anticipated that the General Fund programme will be financed as follows:

**Table 1: New borrowing requirement**

<u>General Fund Programme</u>	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Planned spending	61.7	46.9	38.4	36.0
External funding	(45.4)	(27.1)	(21.3)	(19.6)
Capital Receipts	(12.0)	(12.0)	(2.0)	(2.0)
<b>Net Prudential Borrowing</b>	<b>4.30</b>	<b>7.80</b>	<b>15.10</b>	<b>14.40</b>

27. The revenue implications of this new borrowing, in the context of the Council's treasury management activity, are set out in the table below. The revenue implications are factored in to the revenue budget report for 2014-15 to 2016-17 being considered by Cabinet elsewhere on this agenda. The table below shows for each year what the full year's effect of that year's capital programme and capital receipts are. The table only includes the revenue effects of the programme that is proposed and excludes the revenue implications of previous years' capital programmes. It also excludes the impact of other changes to funding the existing programme e.g. interest rate changes.

**Table 2: Capital Financing Implications of Capital Programme**

	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000
MRP		214	431	1,988
Interest		201	422	1,192
<b>Total</b>	<b>0</b>	<b>415</b>	<b>853</b>	<b>3,180</b>

28. The table above reflects the impact of the 2014-15 to 2017-18 programmes to each financial year. There is no MRP impact in 2014-15 as MRP in relation to expenditure in 2014-15 does not commence until 2015-16. The Council as at 28th November had cash balances of £148m and as such it is very likely that for 2014-15 any borrowing would be made internally (That is to say from our own cash balances rather than taking on an additional external loan).

There is no new planned borrowing in respect of the HRA programme. This is because under HRA Reform, the HRA is allowed to keep all of its net income rather than transferring some to the Government. This income will allow the HRA to maintain its capital programme without the need for further borrowing. In addition, the HRA will be at its "borrowing cap" so cannot borrow any more. These issues are more fully explained in the HRA budget report to this meeting.

29. It should be noted that the capital financing costs are based on a number of assumptions about the level of capital expenditure, level of capital receipts, timing of any borrowing, interest rates, and use of the minimum revenue provision. The revenue budget reflects the best estimate based on these assumptions.

## **Harrow's Community Infrastructure Levy (CIL)**

30. Harrow's CIL came into effect on 1st October 2013 and enables the Council to levy a charge on certain types of new development to help fund improvements to local infrastructure such as schools, transport, green spaces, health and leisure facilities. Harrow's CIL is an additional levy on top of the London Mayor's existing Crossrail CIL. The Harrow CIL is underpinned by the Infrastructure Delivery Plan (IDP) which sets out the infrastructure required to enable investment and planned growth in the Borough. Against an infrastructure bill, estimated to be at least £150m, CIL is expected to account for circa £20-30m, depending upon the level development permitted and the ability of the development industry to bring new proposals forward. In this context, CIL is additional top-up funding, but is not the primary source of funding for infrastructure and, even with CIL funding, there will still remain a funding gap that requires choices and priorities to be made.

31. To date, no firm arrangements have been made regarding the governance for spending CIL receipts. Based upon experience with tariffs previously, officers consider that the most transparent and appropriate means of managing infrastructure delivery in future, is through a single but expanded and dynamic IDP process that addresses the following requirements:

- Long (10 year+) and short term (1-3 year) strategic infrastructure delivery programmes
- A clear and transparent approval process for all infrastructure projects
- Consultation with the community on infrastructure delivery (including the obligation to pass CIL to the local communities impacted by development)
- Engagement with the development industry about priorities and capacity, including their potential role in assisting delivery
- Effective monitoring of progress against the infrastructure plans and the effective implementation of the spatial vision for the borough set out in the adopted Local Plan

32. Over the coming months, officers from Planning and Finance will work up options and approaches to the resolution of the many issues to do with the effective delivery of infrastructure in Harrow, and will engage members in these discussions before reporting back to Cabinet in Spring 2014.

## **Harrow's Infrastructure Delivery Plan (IDP)**

33. The IDP identifies the types and quantum of social, physical and environmental infrastructure required to support development and growth within the Borough to 2026, and sets this out in a detailed delivery plan. In particular it:

- § Provides a benchmark of existing infrastructure provision, identifying how well existing needs are met;
- § Identifies what new infrastructure is being planned as well as future infrastructure requirements to support existing population change as

well as the new housing and employment growth planned for through the Council's Spatial Strategy;

- § Provides an indication of the potential costs and means of funding the required infrastructure through public funding, developer contribution and other sources;
- § Establishes responsibilities for delivery of individual projects, when and where infrastructure will be provided, and provides a basis for collaborative and effective working between stakeholders.

34. The effectiveness of the IDP is in capturing Harrow's future infrastructure improvements and requirements in one place. As such, the IDP represents the beginning of a long-term (10 year) capital works programme for the Council, providing an overarching framework for the consideration of a coordinated programme of delivery across all service areas and rational basis for the evaluation and prioritisation of individual project bids for capital investment.

35. The proposed capital programme for 2014-15 – 2017-18 will deliver a number of the infrastructure improvements identified in the IDP. Going forward, closer alignment of the capital programme to the delivery against the IDP will significantly aid in Council's communication of a clear and coherent picture around its strategic investment choices and decisions.

36. However, it is not intended that the IDP be a static document, rather it will be subject to periodic review and updated as necessary to take account of improvements already delivered, new population projections, changes in demands for different infrastructure provision, development completions and changes in service delivery and/or service funding. Such information will routinely be feed-in from the various service areas, enabling the IDP to provide a 'top-down' approach to Council's strategic decision-making about its future investment in capital improvements alongside other funding initiatives and property disposals.

### **Governance Structure For Delivery Of The Programme**

37. The processes and procedures implemented surrounding the governance of the capital programme have continued to be developed. All capital projects are now included in VERTO, the Council's project management system.

38. Governance of the Capital Programme in 2013-14 will continue to include monitoring and review by Capital Forum on a monthly basis, with reporting to Cabinet at the end of each quarter.

### **Options considered**

39. These are as detailed in paragraph 6.

### **Legal Implications**

40. Included in the body of the report.



## **Financial Implications**

41. Financial matters are integral to the report.

## **Performance Issues**

42. The capital programme proposed represents a significant investment by the Council in infrastructure. This will have an impact on a range of performance indicators across the Council's services.

43. Monitoring of the approved programme, including Capital Forum, is ongoing and is essential for good financial management. As well as performing project assessments on completed projects it will be important to develop and track performance measures to ensure that the Council can evidence and demonstrate good value for money (VFM).

44. Target for spend. It is proposed that a performance target is set of 90% of the approved budget for the programme being spent in 2014-15. Having approved an investment programme it is important that the programme is then substantially delivered in the planned timeframe, in line with member priorities.

## **Environmental Impact**

45. The Council adopted the climate change strategy in September 2009 and set an annual target to reduce corporate and borough carbon emissions by 4% a year.

46. Capital expenditure of this scale will have an environmental impact on the Council's operations (and the wider borough). The investment carries the risk of increasing carbon emissions. Hence each proposed project is required to consider their respective carbon impacts and include measures to ensure that the above target is supported.

47. Some of the projects will specifically support the strategy in terms of mitigation and adaptation.

## **Risk Management Implications**

48. The individual schemes within the programme will either be incorporated within departmental registers or have individual registers. A significant consideration in developing the programme has been the risks arising from not keeping our infrastructure in good order. Not doing so would lead to an increase in health and safety risks and additional costs in replacing assets when they deteriorate too much to repair.

## **Equalities implications**

Was an Equality Impact Assessment carried out? Yes

49. One of the aims of the Capital Strategy is to ensure the responsible allocation of funding in line with the Council's priorities and legislative requirements such as equalities legislation. Equalities implications form part of

the way that the projects are prioritised. The officer's initial views are that no protected group is adversely effected by the proposals. A number of the projects proposed in the programme will require full Equality Impact Assessments before they commence. Following consultation the impact will be further reviewed before the programme is finalised.

50. Decision makers should have due regard to the public sector equality duty in making their decisions. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as material in the press and letters from residents. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The relevant protected characteristics are:*

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

51. Consultation responses received on this draft programme will be taken into account in drafting the final EIA.

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

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 2 December 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 November 2013		

## Section 4 – Performance Officer Clearance

Name: Alex Dewsnap



on behalf of the  
Divisional Director  
Strategic  
Commissioning

Date: 30 November 2013

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker



on behalf of the  
Corporate Director  
(Environment &  
Enterprise)

Date: 12 November 2013

## Section 6 - Contact Details and Background Papers

**Contact:** Steve Tingle Email: [steve.tingle@harrow.gov.uk](mailto:steve.tingle@harrow.gov.uk)

**Background Papers:** Capital Strategy – annex 2 to Capital Programme report to Cabinet 9 Feb 2012

<http://www.harrow.gov.uk/www2/documents/b13986/Supplemental%20Agenda%20Thursday%2009-Feb-2012%2019.30%20Cabinet.pdf?T=9>

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

**NOT APPLICABLE**

*[Call-in applies]*

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Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
<b>ENVIRONMENT AND ENTERPRISE</b> Flood Defence 2014 - 2018	Changing climate trends clearly indicate an increase in severe rainfall events. It is essential, both from a legislative, safety and business continuity perspective, to invest long-term in renewal of an ageing drainage infrastructure. Failure to do so will increase the likelihood of flooding impact on individuals, properties and business continuity.	300		300	300		300	300		300		300	
Waste & Recycling 2014 - 2018	The Waste Service requires a rolling stock of wheeled bins to replace damaged and lost 240 litre wheeled bins within the current collection scheme. Bins become damaged as they become older and the plastic teeth which ensure the bins remain on the hoist when lifted become weaker due to age deterioration. There is also a requirement to provide bins to new developments within the borough once they are completed.	200		200	200		200			200		200	
Highways Programme 2014 - 2018	With a current gross replacement cost of over £700m, the highway is Harrow's largest asset, with 44.5 lane based km of non-principal road lengths and 900km of footways. The highway is the critical network that facilitates the functioning of the transport system and ultimately, the community. Its condition affects every resident, business and person living in or passing through the borough.	5,500		5,500	5,500		5,500			5,500		5,500	
Highways Drainage 2014 - 2018	Coupled with the necessary investment in flood defence works, substandard highway drainage at numerous borough-wide locations is also the cause of frequent highway flooding. Harrow's highway drainage network comprises over 20,000 gullies and approximately 100km of below-ground piped drains, most of which was built in the 1930's during the development of London's suburbs.	225		225	225		225			225		225	
Capital 14/15-17/18 - TFL Local Implementation Plan Programme (incl CPZ)	To deliver the transport projects and initiatives identified in the Transport Local Implementation Plan (LIP) over the four year period from 2014/15 - 2017/18. TFL provide external grant to fund the delivery of the LIP programme of investment. Harrow contribute to the LIP programme by supporting the delivery of parking management schemes.	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300

Project Title	Description	2014/15			2015/16			2016/17			2017/18						
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000				
Parks Buildings 2014 - 2018	Harrow's building assets in parks and open spaces have suffered from under-investment, under-maintenance and under-use for many years. There are serious concerns with the potential safety of a significant number of buildings through failure of electrical systems, water ingress through roofs and asbestos management concerns.	200		200	200		200			200		200			200		
Parks Improvements 2014 - 2018	Harrow's parks and open spaces are an ageing asset that have suffered from under-investment, under-maintenance and consequential under-use for many years. The majority of parks infrastructure is reaching the end of its life. This programme addresses the worst areas of deterioration to protect the park and provide safe access and use of facilities for users. Harrow is already committed to parks renewal through improvement in maintenance standards.	500		500	500		500			500		500			500		
Street Trees 2014 - 2018	Due to the age of the tree population, underlying clay soil geology and restricted root zone in highway situations many trees are high risk both in terms of safety and potential damage to property. In addition, much of our tree stock was planted in the 1930s and trees of this age do not respond well to the stress of an urban environment, placing our tree stock into a higher risk category.	50		50	50		50			50		50			50		
Street Lighting 2014 - 2018	Through Harrow's Highway Asset Management Plan (HAMP), the asset value and lighting investment needs for the future are identified. This helps identify asset age, condition and replacement costs, providing the framework for rational assessment of assets in determining lighting investment needs, based on a set of weighted priority scores.	1,500		1,500	1,500		1,500			1,500		1,500			1,500		
CCTV Crime Reduction cameras 14/15	Cost effective provision of additional cameras on street for crime, disorder and to a lesser extent, enforcement purposes.	575		575	575		575			575		575			575		
Corporate Accommodation 14/15	Ongoing annual planned maintenance for the Civic Centre and other Corporate Business Office Accommodation and Environmental Management.	433		433	433		433			433		433			433		

Project Title	Description	2014/15		2015/16		2016/17		2017/18	
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000
High Priority Planned Maintenance 14/15	High Priority Planned Maintenance for Corporate Property (excluding schools and the Civic Centre). The outstanding high priority maintenance requirements for Condition D (life expired and/or serious risk of imminent failure) is over £5m for corporate properties, excluding schools and the civic centre complex. The condition of the corporate property has been identified as part of the stock condition survey.	430		430	570	700	275		275
Carbon Reduction (Corporate)	Programme to retrofit corporate buildings with energy efficiency measures	300		300	300	300	300		300
Carbon Reduction (Schools)	Installation of energy saving measures in schools to reduce carbon emissions	1,000	1,000	0	1,000	1,000	1,000	1,000	0
Replacement of Parks Litter Bins 2014 - 2015	Waste bins in Parks are quite aged, in very poor condition and are insufficient in numbers, contributing toward debris strewn in park areas. The ideal size would be 165 litres made of cast iron and animal proof, purchased and fixed for approx. £1k each. It is estimated that 400 are required over the four years of the programme.	100		100	100	100	100		100
Green Grid Programme - 2014 - 2018	A programme providing an umbrella for cross Council, multi partner engagement in the efficient management of spending to improve Harrows Green Infrastructure, as part of the delivery of the spatial vision for the borough set out in the statutory development plan.	343	143	200	343	143	343	143	200
Harrow on Hill Station	Collaboration with TfL on a project to enhance quality of and provide step free platform access to Harrow on the Hill station and bus station. The Council contribution levers in £22m of investment by TfL.	100		100	2,000	12,000	11,000	8,000	3,000
Neighbourhood Investment Schemes	Each ward is provided with an equal sum which can be spent by ward members in a variety of ways on asset improvement.	210		210	210	210	210		210
<b>ENVIRONMENT AND ENTERPRISE TOTAL</b>		<b>14,340</b>	<b>3,217</b>	<b>11,123</b>	<b>15,618</b>	<b>5,217</b>	<b>25,733</b>	<b>15,217</b>	<b>10,516</b>
<b>CHILDREN AND FAMILIES</b>									
School Expansion Phase 2 Programme 2014-16	This project is the second phase of the School Expansion Programme and will involve the permanent expansion of 12 primary schools and the associated capital works. Two of the project will be delivered through the Priority Schools Building Programme and will have little or no budget. The remaining 10 are delivered using Basic Need and Targeted Basic Need funding from the EFA. There is a deadline for the delivery of the TBNP-funded schools of September 2015.	13,720	13,720	0	7,450	7,450	7,450		0
<b>ENVIRONMENT AND ENTERPRISE TOTAL</b>		<b>14,340</b>	<b>3,217</b>	<b>11,123</b>	<b>15,618</b>	<b>5,217</b>	<b>25,733</b>	<b>15,217</b>	<b>10,516</b>
<b>CHILDREN AND FAMILIES</b>									
<b>TOTAL</b>		<b>28,680</b>	<b>6,437</b>	<b>22,246</b>	<b>31,236</b>	<b>15,673</b>	<b>51,466</b>	<b>30,434</b>	<b>20,532</b>

Project Title	Description	2014/15		2015/16		2016/17		2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
School Expansion Programme Phase 1 2014/15	This project is the completion of the first phase of the School Expansion Programme comprising the permanent expansion of 7 primary schools. Three of the schools are part of the Priority School Building Programme which will be delivered by the EFA. Of those, two were developed outside the programme, and continue to have budget against them in order to top up the government funded project if required. Four of the projects are complete, and there are therefore now only three remaining projects.	8,370	8,370	0						
School Expansion Phase 3 Programme 2014/16	The latest round of projections are showing yet another increase in the final expected sustainable peak in primary numbers. There will be further analysis before Phase 3 is taken forward, but based on current projection it would lead to a further 3 expansions being required. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	300	300	0	3,000	3,000	0	1,200	0	
Expansion Programme	SEN strategy is still under consideration. However, a number of successful SEB bids were made under TBNP, and these projects are now listed. It is expected currently that this will be the extent of the programme.	6,600	6,600	0	3,600	3,600	0		0	
Secondary School Expansion Programme	Following the significant growth in our primary population, the numbers are expected to filter through to the secondary schools. Secondary expansion strategy is still under development, but we have been successful in two TBNP bids for secondary expansion/new school, and for the purposes of the bids, some basic assumptions have been made to enable a projected requirement for the entire programme. This includes assuming a final additional Primary expansion of 26 forms of entry, with 85% filtering	9,200	9,200	0	4,525	500	0	5,000	0	



Project Title	Description	2014/15		2015/16		2016/17		2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Children's Capital Maintenance Programme 2014-18	Four years ago a comprehensive survey of all schools revealed an £85m maintenance backlog on our school premises. Since then, the majority of our High Schools have transferred to academy status, and recently the condition of some of our primary schools has led to them being accepted on a national programme for school rebuilds. However, a significant backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance	1,300	1,300	0	1,300	1,300	0	1,300	1,300	0
Bulge Classes 2014-18	The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.	150	150	0	150	150	0	150	150	0
S Amalgamations 2014-16	Harrow has a policy to amalgamate what was previously known as first and middle (now sometimes known as infant and junior) schools in Harrow to become primary schools with one set of governance. When schools amalgamate, it is necessary to physically rearrange parts of the schools to allow item to function (e.g. admin, reception, entrance arrangements etc). These projects are the capital works to the remaining six schools in Harrow which require amalgamation.	700	700	0	700	700	0	700	700	0
Feasibility Studies 2014/15	As strategies reveal the areas of work that are needed such as for the school expansion programme or SEN expansions, it is necessary to carry out feasibility studies to establish options and provide outline costs before we can ascertain the funding requirement which allows us to plan and bid accordingly. This funding is for all feasibility studies which are necessary in advance of specific project proposals and business cases.	50	50	0	50	50	0	50	50	0
<b>CHILDREN &amp; FAMILIES TOTAL</b>		<b>40,390</b>	<b>40,390</b>	<b>0</b>	<b>20,775</b>	<b>20,775</b>	<b>0</b>	<b>7,550</b>	<b>7,550</b>	<b>0</b>

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
<b>COMMUNITY, HEALTH AND WELLBEING</b>													
	Capital to be invested in a targeted programme to improve the infrastructure of the Council's leisure and library facilities. There is a high risk, particularly with Harrow Leisure Centre, that failure to maintain the infrastructure will inevitably lead to a building closure if a major fault occurs and be a risk to leisure income. The libraries' self service kiosks will also need to be refreshed by 2016-17.	300		300	300		300	300		300		150	
Replacement sports pitches at Bannister Stadium	Replacement of sports pitches lost from Kodak site at Bannister Stadium to be funded from s106 from Kodak site development.	1,000	1,000	0									
Reform of Social Care funding	The Capital funding will be used to support the implementation of the Dilnot Commission and build new information system(s) to support the requirements including self-assessment tools to mitigate the large increase in demand for assessment and financial modelling.	250	125	125	575	288	287	475	238	237	125	63	
Initial Service Personalisation	The Capital Investment is required to develop new and adapt existing Case Management Systems and the online Social Care Marketplace 'My Community ePurse' to accommodate the requirements of Residential Personal Budgets.			0	250		250	250		250		0	
Integrated Health Model	Develop a connection to the Health N3 Secure Network Integrating IT systems (MOSAIC and Jade) to develop an integrated care record across health and social care Development of buildings (existing or new) to allow the set up of shared treatment facilities for health and social care IT infrastructure to support a move to 24/7 availability of care	250	125	125	500	250	250	500	250	250	500	250	
Carers Services Changes	The investment will include the development of a Resource Allocation System for Informal Carers and new Information & Advice on-line systems. An On-line self assessment system will also be required to manage the scale of demand likely to approach the Council.	100	50	50	100	50	50	100	50	50		0	

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Mosaic Implementation 14/15 – Adults and Children's Services	The purpose of this project is to implement Corelog's next generation case management system, Mosaic, replacing Framework-i. The project will include business process reengineering across both Children's and Adults Directorates as well as implementation of, and migration to, Mosaic. Financial aspects of the system will also be re-designed to take into account changes to statutory returns.	250		250	200		200	200		200		200	0
Empty properties grant and private sector initiatives 2014/15 to 2017/18	This is a project proposal for approval of £800k capital funding over the 4 year 2014/15 to 2017/18 capital programme (£200k per annum). £150k is requested annually to bring approximately 25 private sector empty properties in Harrow back into use by offering renovation grants to landlords (for up to 70% of renovation costs) in exchange for nomination rights to the Council. The properties would be used to house homeless households and those in emergency B & B accommodation. A further £50k p.a. is proposed for private sector initiatives to be developed to prevent homelessness and save on the B & B cost.	200		200	200		200	200		200		200	0
4/15	Delivery of adaptations vulnerable residents of the borough, for owner occupiers, RSL and private tenants.	1,500	510	990	1,500	510	990	1,500	510	990	1,500	510	990
Renovation Grants 14/15	To support the delivery of the disabled facilities grant programme	70		70	70		70	70		70		70	0
Quality Outcomes for People with Dementia	Building on the innovative work started at Milmans the project aims to develop dementia-friendly solutions to be interoperable with existing services and technologies, such as connectivity between informal and existing 'formal' care networks, such as telecare.	150		150	50		50	50		50		50	0
In-house Residential Establishments	Investment to maintain the infrastructure of the Council's internal residential and day care facilities.	100		100	100		100	100		100		100	0
<b>COMMUNITY, HEALTH AND WELLBEING TOTAL</b>		<b>4,170</b>	<b>1,810</b>	<b>2,360</b>	<b>3,645</b>	<b>1,098</b>	<b>2,547</b>	<b>3,545</b>	<b>1,048</b>	<b>2,497</b>	<b>823</b>	<b>2,695</b>	<b>1,872</b>
<b>RESOURCES</b>													
IT Corporate systems refresh	Refresh of Corporate IT Systems, SAP CRM replacement £500k, 16-17 Exchange to SaaS £750k, Sharepoint to SaaS £250k. Every Year Business IT Systems £500k	1,300		1,300	500		500	1,500		1,500		500	500
IT End User Hardware Refresh	Replacement of remaining desktops with thin clients where possible - £125k in 14-15 then rolling replacement of assets £475k pa.	125		125	475		475	475		475		475	475
IT Infrastructure Refresh	Refresh of communications infrastructure: 15-16 WAN and Telephony, 16-17 LAN			0	1,100		1,100	1,300		1,300			0

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
IT BTP Refresh	Refresh of hardware for past BTP projects as included in original project cost models. Ongoing benefits realised through original implementation are dependent upon systems continuing to function.	213		213			300						
Minerva Transition Costs	Project Minerva is investigating options for transforming business processes for Resources. Estimated £500k on exit from the Capita contract to acquire assets at their book value. Costs of new systems have been included in the IT Corporate Systems proposal.			0	500		0			0		0	
IT improvement projects	Ongoing additions and enhancements to the IT services as required by changing business requirements. In previous years this has funded security improvements, iPad infrastructure, Member's email solution, additional wife etc. Evolving requirements for future years include further security improvements around protective marking, system monitoring and system segregation, and improvements to conferencing facilities and mobile telephony to support new ways of working.	750		750	500		500			500		500	
IT Mobile and Flex	Mobile and Flex provides collaboration software and paperless working solutions in support of mobile and flexible working along with change management training and consultancy. The systems will have been delivered in 2013-14. This bid is for the continuation of the roll out of those system and training to users in the following two years. The priority and importance of this project has increased as a result of increased accommodation pressures	401		401	316					0		0	
<b>RESOURCES TOTAL</b>		<b>2,789</b>	<b>0</b>	<b>2,789</b>	<b>3,391</b>	<b>0</b>	<b>4,075</b>	<b>0</b>	<b>4,075</b>	<b>1,475</b>	<b>0</b>	<b>1,475</b>	
<b>GENERAL FUND CAPITAL BIDS TOTAL</b>		<b>61,689</b>	<b>45,417</b>	<b>16,272</b>	<b>43,429</b>	<b>27,090</b>	<b>38,353</b>	<b>21,265</b>	<b>17,088</b>	<b>35,952</b>	<b>19,590</b>	<b>16,362</b>	
<b>HOUSING REVENUE ACCOUNT</b>													
HRA 14/15-17/18	The figures are taken from the 30 year HRA business plan which was approved by cabinet on 20 June 2013. This demonstrated that the HRA is in a sound financial position following the introduction of self financing, and has sufficiently strong revenue streams to support both a significant investment programme in the stock and the commencement of a programme of building new affordable housing. The programme is based on information from the stock condition and ensures the programme continues	7,527		7,527	7,827		8,412		8,412	9,139		9,139	

**Capital Bids 2014/15 to 2017/18**

Appendix 1

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Affordable Housing		2,000		2,000	4,400		4,400	8,412	0	8,412		0	
<b>HRA TOTAL</b>		<b>9,527</b>	<b>0</b>	<b>9,527</b>	<b>12,227</b>	<b>0</b>	<b>12,227</b>	<b>8,412</b>	<b>0</b>	<b>8,412</b>	<b>9,139</b>	<b>0</b>	
<b>TOTAL PROGRAMME</b>		<b>71,216</b>	<b>45,417</b>	<b>35,326</b>	<b>67,883</b>	<b>27,090</b>	<b>40,793</b>	<b>55,177</b>	<b>21,265</b>	<b>33,912</b>	<b>54,230</b>	<b>19,590</b>	
													<b>34,640</b>

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## REPORT FOR: CABINET

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Revenue and Capital Monitoring for Quarter 2 as at 30 September 2013
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision is for noting only
<b>Enclosures:</b>	Appendix 1 - Revenue Directorates Summary Appendix 2 - MTFS Tracker Appendix 3 - Debt Management

### Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at 30 September 2013:

**Recommendations:**

1. To note the revenue and capital forecast outturn position at the end of Quarter 2 (September 2013);
2. To note the Capital virement detailed in paragraphs 49 to 50.

**Reason (for recommendation)**

To ensure that Cabinet is updated on the forecast revenue and capital financial position for 2013/14 and budget virements are agreed in line with Financial Regulations.

## Section 2 – Report

### Introduction

1. The 2013-14 quarter 2 revenue financial monitoring is reporting a pressure to the revenue outturn position of £1.88m overspend. This represents an adverse variance of 1.0% against the approved budget of £181.06m as summarised in the table below. This is an improvement of £0.32m since quarter 1.

<b>Directorate</b>	<b>Quarter 2 Revenue Variance £m</b>	<b>Quarter 1 Revenue Variance £m</b>	<b>Change £m</b>
Resources	(0.18)	0.25	(0.43)
Environment and Enterprise	0.80	0.72	0.08
Community, Health & Wellbeing	1.18	0.66	0.52
Children and Families	0.81	0.57	0.24
<b>Directorate Subtotal</b>	<b>2.61</b>	<b>2.20</b>	<b>0.41</b>
Corporate/Below the Line	(0.73)	0.00	(0.73)
<b>General Fund Total</b>	<b>1.88</b>	<b>2.20</b>	<b>(0.32)</b>

2. The main areas of the £1.88m variance are summarised below :-
  - Resources directorate – Customer services & legal savings behind schedule offset by savings on the Harrow Help scheme and pension augmentation costs
  - Environment and Enterprise directorate – Public realm services savings delayed due to the pause of the PRISM restructure, partially offset by additional parking income
  - Community, Health & Wellbeing – Vacancy, agency & procurement savings plans still being developed and the delayed decision on the outsourcing of library services
  - Children and Families – The Teachers’ Centre is facing pressure on achieving income targets and Targeted Services is experiencing additional demand for placements & referrals
3. Due to the challenging financial environment and the risks around service demands & delivery, directorates face a challenging time to manage and contain existing and emerging issues. Management teams continue to take actions to mitigate these pressures which are monitored and reported in a timely way.

### Directorates’ Position

4. The Quarter 2 forecast shows a potential net budget overspend of £2.61m on directorate budgets, and £1.88m overall after accounting for corporate items.

### **RESOURCES–UNDER SPEND OF £0.18M**

5. At quarter 2, a forecast under spend of £181k is anticipated, a reduction of £431k from the quarter 1 forecast. The key reasons for this are;



- Under spend on Customer Services due to lower than anticipated take up on the Harrow Help Scheme (£231k).
- Finance and Assurance under spend as a result of monthly pension augmentation payments being less than budgeted for (£100k).
- HRD & Shared Services under spend as a result of delay in developing a corporate financial management learning and development programme. Approval for carry forward to 2014-15 will be sought (£50k).
- Legal & Governance overspend of £50k due to a delay in establishing an expanded practice resulting in the budgeted income not being realised in the current year (£100k), Mayoralty (£50k) offset by over recovery of Land charges income by £100k. £50k start-up costs to expand the practice to another borough were funded from MTFS implementation

## **ENVIRONMENT AND ENTERPRISE – OVERSPEND £0.80M**

6. At Quarter 2, Environment & Enterprise are reporting a projected overspend of £800k, over the total net controllable budget of £23.6m. This is an increase of £80k from the quarter 1 forecast.
7. The key reasons for this increase are;
  - £139k increase in the shortfall of planning and building fee income.
  - £100k increase in property services costs in relation to MTFS savings associated with minimum standard cleaning due to contract being re-tendered and no savings materialising.
  - £47k increase in Community safety costs associated with the additional staffing costs to achieve parking income.
8. These increases are offset by;
  - £100k Directorate management overspend reported at Quarter 1 will be funded by one-off carry forwards from 2012-13 year end.
  - £105k Transformation monies in relation to opening & locking gates (£70k) and dog waste collection (£35k) have been agreed. At Q1, these were reported as overspends.
9. Unachieved MTFS savings [red rated] of £3,480k have been partly offset by additional forecast parking revenue £1,297k, vacancies held circa £500k and overachieved income including rents £99k, capital recharges £506k, recoverable expenses £85k and licences £90k.
10. The budgets are being robustly monitored by the service and other opportunities are being explored in order to reduce the forecast further by the end of the financial year.

## **COMMUNITY, HEALTH AND WELLBEING – OVERSPEND £1.18M**

### **Adult Services**

11. Adults Services are reporting a projected overspend of £154k against a net controllable budget of £56.235m. This is an increase on quarter 1 of £14k. Pressures of £0.5m have been identified around the achievement of the MTFS savings for Day Care and Residential Strategic Reviews, although the savings will be achieved in full over the two year period.
12. There are still concerns about the values of the NHS transfer grant to be negotiated with the CCG.
13. A significant part of the pressures in year are being alleviated by the early achievement of the 14-15 Supporting People savings, together with a review of income on the Placement budget. The service is achieving a virtually balanced budget except for the late savings allocation. Those in relation to vacancy management and agency are proving difficult to achieve.

14. The majority of Adults budgets are demand led and Harrow Council has a statutory duty to meet vulnerable adults' needs. It is therefore challenging to strike a balance between safeguarding adults against harm and abuse and balancing the budgets at the same time however.

### Community And Culture

15. Community and Culture are reporting a projected overspend of £780k against a total net controllable budget of £4.437m. A significant part of the forecast overspend is due to the delayed decision making for outsourcing Library and Leisure services. The estimated impact of this is £545k in 2013/14.

16. A request for an allocation from the Council's general contingency will be made later in the year when the figure can be finalised following confirmation of the start date of the new contract. Other material pressures relate to; unachievable MTFS income targets at Harrow Arts Centre (£110k), unachievable MTFS savings against employee budgets across the Directorate (£113k), of which £52k relates to late corporate savings.

### Housing General Fund

17. The Housing General fund is reporting a projected overspend of £9k against a total net controllable budget of £3,898k.

18. B&B net expenditure is expected to be lower than budget despite a number of families reaching 101 as at 24 Sep 2013. The additional resources required for the procurement of Private Sector Lease agreements has been addressed following the realignment of £340k from B&B budgets agreed at period 04.

19. Additional risks have been identified but not included in forecast outturn. There remains uncertainty around the impact of the Welfare Reforms and the situation continues to be monitored

20. Due to welfare reform, landlords are now very nervous about housing benefit dependant households, and there is increasing competition between councils who are offering large incentive payments. We have now reached the point where we must now also offer more generous financial packages as the only way for us to effectively procure sufficient properties to stabilise and then reduce B&B use.

### Housing Revenue Account

21. The forecast surplus for the year at quarter 2 is £633k which is £177k more than the budget. This is due mainly to lower than expected spend on the external decorations programme which will be delivered as part of the wider enveloping capital scheme.

	Revised Budget	Forecast Outturn	Quarter 2 Variance	Quarter 2 Variance	Quarter 1 Variance
	£000	£000	£000	%	£000
<b>Balance b/f</b>	<b>-3,469</b>	<b>-3,175</b>	294	-8	294
(Surplus)/ Deficit	-456	-633	-177	39	189
<b>Balance c/f</b>	<b>-3,925</b>	<b>-3,808</b>	117	-3	483

### Public Health

22. It is likely that there will be larger than anticipated balances at the end of the financial year. Expenditure to date is lower than anticipated, largely due to delays in providers submitting

invoices for payment as a result of contract finalisation but also staff vacancies, delays in commencing some of the investment projects, together with prudent assumptions made around contingencies and liabilities to avoid over committing the grant.

23. These balances will be carried forward within specific Public Health reserves and will enable the funding of expenditure committed in 2013/14 and provide capacity for additional one-off projects to be delivered (subject to the relevant approvals).

24. NHS England have recently announced the extension of the ring-fenced grant for a further year to 31st March 2016. A risk of approx. £115k remains around the payment of the legacy invoices – it is assumed that these will be funded nationally or by the CCG, although further guidance is awaited.

### **Transformation**

25. (£229k) overspend - principally reflecting the additional procurement savings across the division notionally held in this area. A number of projects are underway which it is hoped will enable this saving to be achieved but this will be monitored and reduced when the programme has been quantified with more certainty.

### **CHILDREN & FAMILIES - OVERSPEND £0.81M**

26. As at period 6 the Children and Families Directorate is forecasting to be overspent by £815k on Council funded areas. The main areas of pressure are Childrens' Placements £217k, Social Worker Staffing £111k, Teachers Centre shortfall of income £250k, Special Needs Transport £66k and Children with Disabilities clients and staffing £173k. The main movements from the previous period are increases in pressures in Special Needs Transport of £66k, Children with Disabilities of £63k and Childrens' Placements of £66k.

### **CORPORATE BUDGETS**

#### **Interest and Finance Charges**

27. We are currently estimating a £0.730m under spend largely attributable to savings on minimum revenue provision. This is a result of the slippage that occurred on the 2012-13 capital programme.

#### **Central Contingency**

28. The 2013/14 Central Contingency is £3.17m and is set aside to fund unforeseen pressures arising in-year. To date directorates have identified potential draw downs of £960k from the contingency.

#### **Levies.**

29. These are forecast to be on budget.

### **MTFS Implementation Tracker**

30. The 2013-14 budget includes approved MTFS net savings of £22.8m.

31. Appendix 2 attached lists the position on implementation against all of the savings and growth included in 2013-14. Red rated savings items (those unlikely to be delivered in-year) in 2013-14 total £5.574m. The table below summarises the position across directorates for the savings items included.

SAVINGS TRACKER SUMMARY					
	Resources	Environment & Enterprise	Community, Health and Wellbeing	Children & Families	Total
	£000	£000	£000	£000	£000
Red	81	3,480	1,711	302	5,574
Amber	1,821	925	1,285	478	4,509
Green	2,602	3,085	3,711	2,381	11,779
<b>Total</b>	<b>4,504</b>	<b>7,490</b>	<b>6,707</b>	<b>3,161</b>	<b>21,862</b>

32. A number of the savings rated red, but not all, have an ongoing impact in 2014-15. The MTFS refresh process will have addressed a number of these issues.

33. Officers continue to work to deliver the MTFS savings.

### **Inflation and Corporate Items**

34. The April 2013 pay award of 1% has been implemented and an inflation allocation of £925k has been made to service directorates.

### **Carry Forwards and Earmarked Reserves**

35. The cabinet approved 2012-13 carry-forwards of £3.268m have been included within individual directorate budgets.

36. Earmarked reserve balances including the Local Authority Area (LAA) Grant £339k and the Housing Benefit PFI grant £41k have been included within the directorate's budgets.

37. The balance on the Transformation and Priority Initiatives Fund (TPIF) brought forward from 2012-13 was £1.117m. The following draw downs against the fund have been approved:

- £100k Welfare Reform
- £100k Reversal of wilderness parks saving
- £80k Rapid response cleansing and volunteer support service
- £50k Neighbourhood champions scheme
- £60k Rapid response parks maintenance service
- £90k Community engagement recycling support team
- £75k Beat sweeper support to secondary shopping areas
- £70k Opening and locking gates in parks and cemeteries
- £35k Dog waste collection

In addition the following commitments had previously been made:

- £300k Circles of Support
- £154k Filling potholes

This leaves a balance of £3k on the fund.

### **Reserves and Provisions**

38. The Council must hold adequate provisions and reserves balances against known and anticipated events and in respect of its statutory duties as appropriate. General non earmarked balances stand at £8.646m. All the provisions are reviewed on a quarterly basis. As at

quarter 2 the Council has adequate provisions in respect of Insurance, Litigation and Employment cases.

### **Grants**

39. The balance on unringfenced grant has been increased by £168k due to additional Education grant to be received in 2013-14 and this has been included within the directorate's budgets.

### **Debt Management**

40. The latest position on Council Tax, NNDR and Housing Benefits bad debts provisions is included within Appendix 3.

### **Capital Programme**

41. The 2013/14 capital programme agreed by Council in February 2013, adjusted for slippage from 2012/13 outturn and other budget movements totals £80.2m at Quarter 2. The revised budget as at Quarter 2 period includes £30.4m slippage from 2012/13 and additional grant funded expenditure of £0.6m.

	£m	%
Total capital budget for the year	80.2	
Total spend forecast in the year	61.2	76
Variance against the budget	(19.0)	(24)

The main reasons for variances are as follows:

### **Children and Families (6.77m)**

42. The programme is being reprofiled in line with the additional grant funding made available by DfE for the School expansion programme.

### **Community, Health and Wellbeing (£2.05m)**

43. The largest element of this is slippage at Headstone Manor while the Heritage Lottery funding is confirmed (£850k). MOSAIC implementation has been delayed due to delays in the release of software by the supplier (£350k). Slippage is occurring on a number of other projects within the directorate.

### **Resources (£1.64m)**

44. Spend is slipping to 2014-15 on a number of IT and BTP projects. Some projects, e.g. Mobile and Flexible working had delayed starts, pending approval, SAP improvements has been delayed due to a change freezes while SAP is upgraded. The Waste hardware refresh has been deferred as the equipment does not need to be replaced yet.

### **Environment and Enterprise (£1.30m)**

45. Harrow Card is no longer progressing (£460k). Pinner Park Farm has slippage of (£460k) and the Carbon Reduction Programme (175k). High Priority Plan Maintenance Corporate Property has a saving of (£72k) as a result of escalating costs at the Harrow Arts Centre leading to the work being stopped.

### **Housing revenue Account (0.611m)**

46. The variance reflects a number of minor unders and overs within the housing programme.

## Below the Line Items (£6.6m)

47. The underspend of (£6.6m) represents budget not being required in respect of land acquisitions (£4.5m), potential BTP projects not being developed (£1.6m) and funding for the school expansion programme not being required from Harrow resources (£0.5m) as grant funding has been obtained from the DfE.

The table on the next page shows the totals by directorate.

## Capital Programme

Directorate	Original Programme	CFWD's	Adjust ments	TOTAL BUDGET	Forecast	Forecast Variance	CFWD's
Community, Health & Wellbeing	3,545	2,543	1,961	8,048	5,998	-2,050	2,050
Children & Families	6,404	11,997	4,811	23,212	16,440	-6,772	6,772
Environment & Enterprise	13,798	7,007	-348	20,456	19,154	-1,303	681
Resources	5,390	8,059	0	13,449	11,814	-1,635	1,635
<b>TOTAL GENERAL FUND</b>	<b>29,137</b>	<b>29,605</b>	<b>6,424</b>	<b>65,166</b>	<b>53,406</b>	<b>-11,760</b>	<b>11,138</b>
HRA	7,634	757	0	8,390	7,779	-611	0
<b>TOTAL GENERAL FUND &amp; HRA</b>	<b>36,770</b>	<b>30,362</b>	<b>6,424</b>	<b>73,556</b>	<b>61,185</b>	<b>-12,371</b>	<b>11,138</b>
BELOW THE LINE ITEMS	12,411	0	-5,818	6,593	0	-6,593	0
<b>TOTAL CAPITAL PROGRAMME</b>	<b>49,181</b>	<b>30,362</b>	<b>607</b>	<b>80,149</b>	<b>61,185</b>	<b>-18,964</b>	<b>11,138</b>
<b>NOTE:</b> General Fund Funding:							
Grant	-8,747	-14,076	-4,961	-27,784	-21,356	6,428	-6,400
Section 106		-427	-12	-439	-432	7	-8
RCCO		-63	-47	-110	-47	63	-65
Capital Receipt	-12,000	0		-12,000	-2,575	0	0
Borrowing	-8,390	-15,039	-1,404	-24,833	-28,996	5,262	-4,666
<b>TOTAL GENERAL FUND</b>	<b>-29,137</b>	<b>-29,605</b>	<b>-6,424</b>	<b>-65,166</b>	<b>-53,406</b>	<b>11,760</b>	<b>-11,138</b>
HRA Funding:							
Grant		-42		-42	-42	0	0
DRF	-7,633	-715		-8,348	-7,737	611	0
<b>TOTAL HRA</b>	<b>-7,633</b>	<b>-757</b>	<b>0</b>	<b>-8,390</b>	<b>-7,779</b>	<b>611</b>	<b>0</b>

48. At this stage it is anticipated there will be no need to call on below the line items.

## Virement

49. The following virement has been approved under delegated authority within the HRA capital programme:

Transfer from	External decorations	-£133,510
Transfer to	Cyclical maintenance	+£133,510

50. The reason for the virement is to ensure adequate funding for cyclical programme in 2013-14. External decorations are being delivered as part of the wider enveloping programme within HRA Capital schemes.

## Legal Implications

51. There are none directly related to this report.

## Financial Implications

52. Financial matters are integral to the report.

## Performance Issues

53. Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Improvement Boards for each Directorate where the financial position is considered at the same time as performance against key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub- Committee.

54. The overall projected percentage variance from the general fund revenue budget is 1.0% overspent, £1.876m. Further detail at service level is shown in appendix 1.

55. MTFs Implementation. Appendix 2 details progress on the investment and savings items approved as part of the 2013-14 budget. The overall position on savings is that 54% of the savings are RAG rated as green, 21% RAG rated amber and 25% RAG rated red.

56. There is a performance target of 90% of the approved capital programme for 2013-14 being spent in year. The current projection is for spend excluding below the line items to be 83% of budget. Actual to date is 19%, with a further 15% of purchase orders raised.

57. Council Tax Collection. The collection rate is slightly below the target profile at 56.76% against a profile of 57%. This is a worse position by 0.8% than the same time last year when 57.56% was achieved. This reflects non or under payments by the 12,000 working age recipients of council tax support, who previously did not pay Council Tax. The position is being monitored and recovery action taken as appropriate.

58. Business Rates Collection. The collection rate is -2.62% below profile at 58.38%. Payments have been delayed in relation to the properties included within the leisure and libraries contract. This is pending finalisation of the charitable status of the new taxpayer and mandatory relief granted.

## Environmental Impact

59. There are none directly related to this report.

### **Risk Management Implications**

60. The risks to the council and how they are being managed are set out in the report:

Risks included on Directorate risk registers? Yes

### **Equalities Implications**

61. There are no direct equalities impacts arising from the decisions within this report.

### **Corporate Priorities**

62. This report deals with Revenue and Capital monitoring which is key to delivering the Council's corporate priorities.

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

Name: Simon George

Chief Financial Officer

Date: 2 December 2013

Name: Jessica Farmer

on behalf of the  
Monitoring Officer

Date: 18 November 2013



## Section 4 – Performance Officer Clearance

Name: Alex Dewsnap

on behalf of the  
Divisional Director Strategic  
Commissioning

Date: 30 November 2013

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker

on behalf of the  
Corporate Director  
(Environment & Enterprise)

Date: 13 November 2013

## Section 6 - Contact Details and Background Papers

Contact: Dawn Calvert: dawn.calvert@harrow.gov.uk

Background Papers: [Agenda for Cabinet on Thursday 14 February 2013, 7.30 pm](#)  
[Agenda for Cabinet on Thursday 12 September 2012, 6.30pm](#)

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

**NOT APPLICABLE**

*[Call –in does not apply to decisions  
that are for noting only]*

## Appendix 1: Revenue Directorates Summary

	Revised Budget	Forecast Outturn	Quarter 2 Variance	Variance	Quarter 1 variance
	£000	£000	£000	%	£000
<b>Resources</b>					
<b>Controllable Budget</b>					
Director of Resources	944	1,051	106	11.3%	(13)
Customer Services	5,607	5,405	(202)	(3.6%)	71
Finance & Assurance	5,051	5,019	(32)	(0.6%)	(15)
HRD & Shared Services	(1,780)	(1,813)	(33)	1.9%	9
Legal & Governance	1,360	1,410	50	3.7%	151
Procurement	(77)	(64)	13	(16.3%)	90
Strategic Commissioning	1,567	1,483	(84)	(5.3%)	(43)
<b>Total Controllable Budget</b>	<b>12,672</b>	<b>12,491</b>	<b>(181)</b>	<b>(1.4%)</b>	<b>250</b>
Uncontrollable Budget	17,439	17,439	0	0.0%	0
<b>Total Directorate Budget</b>	<b>30,111</b>	<b>29,930</b>	<b>(181)</b>	<b>(0.6%)</b>	<b>250</b>
<b>Environment and Enterprise</b>					
<b>Controllable Budget</b>					
Directorate Management	594	594	0	0.0%	100
Community Safety	(4,084)	(4,956)	(872)	(21.4%)	(919)
Property & Infrastructure	8,722	8,716	(6)	(0.1%)	(162)
Public Realm Services	17,896	19,303	1,407	7.9%	1,562
Enterprise	451	722	271	60.1%	139
<b>Total Controllable Budget</b>	<b>23,579</b>	<b>24,379</b>	<b>800</b>	<b>3.4%</b>	<b>720</b>
Uncontrollable Budget	14,944	14,944	0	0.0%	0
<b>Total Directorate Budget</b>	<b>38,523</b>	<b>39,323</b>	<b>800</b>	<b>2.1%</b>	<b>720</b>
<b>Community, Health and Wellbeing</b>					
<b>Controllable Budget</b>					
Adult Services	56,235	56,389	154	0.3%	140
Community and Culture	4,347	5,127	780	17.9%	380
Housing General Fund	3,898	3,907	9	0.2%	-93
Public Health	626	626	0	0.0%	0
Transformation	192	421	229	119.3%	228
<b>Total Controllable Budget</b>	<b>65,298</b>	<b>66,470</b>	<b>1,172</b>	<b>1.8%</b>	<b>655</b>
Uncontrollable Budget	13,137	13,137	0	0.0%	0
<b>Total Directorate Budget</b>	<b>78,435</b>	<b>79,607</b>	<b>1,172</b>	<b>1.5%</b>	<b>655</b>
<b>Children and Families</b>					
<b>Controllable Budget</b>					
Management & Business Support	3,526	3,526	0	0.0%	0
Early Intervention Services	5,160	5,132	(28)	(0.5%)	0
Targeted Services	16,503	16,831	328	2.0%	262
Commissioning & Schools	2,857	3,133	276	9.7%	250
Special Needs	7,925	8,164	239	3.0%	60
Schools	37	37	0	0.0%	0
<b>Total Controllable Budget</b>	<b>36,008</b>	<b>36,823</b>	<b>815</b>	<b>2.3%</b>	<b>572</b>
Uncontrollable Budget	10,047	10,047	0	0.0%	0
<b>Total Directorate Budget</b>	<b>46,055</b>	<b>46,870</b>	<b>815</b>	<b>1.8%</b>	<b>572</b>
<b>Total Directorate Budgets</b>	<b>193,124</b>	<b>195,730</b>	<b>2,606</b>	<b>1.3%</b>	<b>2,197</b>
Corporate Items	-11511	-12241	-730	0%	0
<b>Total Budget Requirement</b>	<b>181,613</b>	<b>183,489</b>	<b>1,876</b>	<b>1.0%</b>	<b>2,197</b>

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG	2013-14 Status	Comments	Officer Lead
<b>RESOURCES</b>					
<b>Investment in Services</b>					
<b>Customer Services</b>					
Web development & licences	10	G	G	On Track	Jonathan Milbourn
IT & text alerts	50	G	G	On Track	Jonathan Milbourn
Helpline Income shortfall	80	G	G	On Track	Jonathan Milbourn
Card Payment System	92	G	G		Jon Turner
<b>IT / PMO</b>					
BTP Contract Indexation	60	G	G		Rahim
Transfer from capital - Microsoft annual licence costs more economic than buying	88	A	A	Actual costs unknown - Capita still in discussions with Microsoft	Rahim
<b>Strategic Commissioning</b>					
Local Information System Licences and Running Costs	18	G	G		Alex Dewsnap
Reduction in DAT contribution due to PCT budget reductions (reversal of one off growth in 2012-13)	-25	G	G		Alex Dewsnap
Experian & LIS	3	G	G		Alex Dewsnap
Refresh of Residents Panel	10	G	G		Alex Dewsnap
<b>HRD</b>					
Cashiers Service Resilience	50	G	G	needed and being used	Fern
Corporate services savings shortfall	20	G	G		Jon Turner
Increased Resources in Payroll	35	G	G		Jon Turner
Reduced WLWA SLA Income to Payroll	20	A	A	Position subject to use of service which is being negotiated	Jon Turner
<b>Legal and Governance</b>					
Legal Expansion of Child protection	120	G	G		Hugh
Individual Electoral Registration	100	G	G		Hugh
<b>Finance</b>					

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Finance Transformation Project	200	A	Transition plan still being developed. Will be dependent on agreement to carry forwards from 2012-13, otherwise scope will need to be reduced.	Simon George
Finance - Ending Service to WLWA	23	A	Position subject to use of service which is being negotiated, firming as to end point currently unclear	Simon George
Reduced Schools SLA Income	20	G		Simon George
<b>Risk Audit and Fraud</b>				
Internal Audit - loss of income from ending service to WLWA	17	G	No loss of income anticipated as WLWA intend to continue to use Harrow Internal Audit Services for 2013/14 - currently in process of agreeing plan including audit days.	Susan Dixon
<b>Collections and Benefits</b>				
Additional Staff-Revenues CTS collection	150	G	needed and being used	Fern
Harrow HELP scheme	100	G	needed and being used	Fern
PFI Grant Reduction	38	G	occurred so needed and being used	Fern
DWP HB Reduction in Admin Grant	298	G	DWP budget announcement for 13-14 reduced subsidy so needed	Fern
Funding for Localised CTB consultation & Implementation (reversal of one off growth in 2012-13)	-100	G	One off in 12/13 only so budget removed in 13/14	Fern
<b>Procurement</b>				
Investment in Procurement Team to restore size of team to that for 2011/12	140	A	New structure consulted on has £130k budget gap, plus recruitment costs dependent on carry forward.	Terry Brewer
<b>Total Investment in Services</b>	<b>1,617</b>			
<b>Savings</b>				
<b>Customer Services</b>				
Move landlords online with F2F by appointment only on fixed days	-90	G	On track - Appointment system live changes in place	Jonathan Milbourn
Reduction in staff hours to meet demand through fewer full time posts	-60	G	On track to make savings	Jonathan Milbourn
Use of Artificial Intelligence to divert switchboard calls	-60	G	On track - Project live	Jonathan Milbourn
Restructure of Reception to ensure all day cover	-10	G	On track - complete	Jonathan Milbourn

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Reconfigure One Stop Shop	-50	G	On track - Appointment system live changes in place	Jonathan Milbourn
<b>IT / PMO</b>				
Deletion of Project Manager	-48	G		Rahim
Datacentre to remain at the Civic Centre	-250	G		Rahim
Recharge utility costs for computer room to Capita - allocated to Resources	-95	A	Saving was overstated and alternative savings have been identified to replace this item	Rahim
Reduction in Telephony Costs utilising SIP	-200	A	Overstated by £50k. No significant progress from Capita on procurement	Rahim
<b>Strategic Commissioning</b>				
Delete post of Senior Professional SIMS	-60	G	delivered	Alex Dewsnap
Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning	-132	A	CSB considered the aggregation business case at its meeting on 27th March. Aspects of this affecting policy delivery will now be delivered to coincide with a new Administration in May 2014. Therefore, the saving for 2013/14 will need to be delivered via changes in staffing plus underspend within the Division, which is currently on track. The £97k is on track to be delivered along with the £93k in line 61 for 2014/15 plus the structural budget changes necessary to enable the remainder of the £132k to be taken out of the base budget on a permanent basis in 2014/15. Saving is therefore amber only on the basis of the structural savings not being delivered in year but there will be no adverse budget position due to delivering an underspend position across the Division.	Alex Dewsnap
Merger of Consultation Officer into Communications team	-40	G	delivered	Alex Dewsnap
Communications - reduction in number of campaigns	-46	G	delivered	Alex Dewsnap
<b>HRD</b>				

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Re-negotiate L&D managed service contract fees	-38	G	Delivered	Lesley Clarke
Reduction in TU facility budget	-30	G	Will be delivered. £22k per annum income from Unison.	Lesley Clarke
Print Contract Savings	-350	A	Still working through rollout and may need to revisit budgets consolidated.	Jon Turner
Cessation of External recruitment Advertising	-25	R	IOB considered options for permanent recruitment (including external recruitment) for implementation in 2014/15. Delay puts at risk the savings in 2013/14	Lesley Clarke
<b>Risk Audit and Fraud</b>				
CORPORATE ANTI-FRAUD TEAM				
Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery	-20	G	1 FTE post saving for 13/14 amounting to £50K plus expected income from other sources in 13/14 & 14/15.	Justin Phillips
INTERNAL AUDIT				
Delete vacant post in audit	-30	G	Post deleted.	Susan Dixon
CORPORATE HEALTH & SAFETY SERVICE				
Delete 2 posts in Health and Safety	-82	G		Jon Turner
CIVIL CONTINGENCIES TEAM				
Joint working opportunity with other boroughs	-35	G	1 FTE post kept vacant for 6 months amounting to £17k, plus expected income from Schools SLA in 13/14 of £18k, giving total of £35k. There will be a continuing pressure in 2014/15 as the SunGard contract can only be cancelled in August giving a 6-month notice period, and the WL BC Accommodation proposal is still in draft with the legal teams.	Kan Grover
INSURANCE SERVICE				
Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	G	On target through increased in-house handling of motor and injury claims	Karen Vickery

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Future trading with Academies	-25	A	Academies cannot benefit from the Council's self-insurance arrangements hence the appetite from academies to purchase their insurance through the Council is low, however we are working with the Insurance London Consortium to develop a product specifically designed for academies	Karen Vickery
Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies	-20	G	Posts deleted in July 2012	Karen Vickery
Reduction of 1FTE Anti Fraud Investigator Post	-50	G		Justin Phillips
Reprocurement Occupational Health	-70	G	delivered	Jon Turner
Deletion of Corporate Risk Management Support Service	-30	G		Simon George
Cross Council Insurance Claims	-30	A	On track to make saving LEAN review of motor claims commenced March 2013 and tree root protocol is under development, however new processes may take time to embed	Karen Vickery
Deletion of Divisional Director post as part of Resources Directorate restructure	-118	G	delivered	Tom Whiting
<b>LEGAL AND GOVERNANCE</b>				
<b>Legal Practice</b>				
Legal Practice staffing	-28	G		Hugh
Shared Service efficiencies	-75	G		Hugh
Expansion of Legal Practice Shared Service	-100	A	Decision by potential partner delayed until November, will not deliver saving in 13-14	Hugh
<b>Registrars</b>				
Share/reduce management costs	-75	G		Hugh
<b>Elections</b>				
E-canvass Project	-20	G		Hugh
Reduced Number and Frequency Formal Committees	-30	R	Agreement has not been reached on reducing meetings and hence implementation of the savings required.	Hugh
Efficiency savings in Mayor's office	-26	R	Agreement has not been reached on implementation of the savings required.	Hugh
Scaled Back Councillor Investigation Process	-50	G		Hugh

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Increase to Registrars Fee Income Target	50	A	Green 2013-14, Amber 2014-15	Hugh
<b>Corporate Finance</b>				
Audit fees reduced	-160	G	consistent with fee proposal from auditors	Hasina Shah
London Boroughs grant scheme – reduced levy	-74	G	delivered	Steve Tingle
Treasury Management - increased investment income	-939	A	Dependent on interest rates. These have moved against us since saving proposed.	Hasina Shah
<b>Procurement</b>				
<b>Collections and Benefits</b>				
Deletion of 2 FTE posts in Revenues - Council Tax and NNDR	-60	G		Fern
Deletion of 1 post in Parking Back Office	-25	G		Fern
Concessionary Travel - Changes to TfL grant distribution	-105	G	Green 2013-14. Dependent on continuation of current level of funding from TFL and no further methodology changes	Fern
Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15	-25	G	Not now stopping DRR altogether but funding can still be saved due to the way it is accounted for under Business Rates retention	Fern
Funding Administration of Emergency Relief Scheme from Grant	-85	G		Fern
Restrict the issuing of taxi cards to only that which is available through TFL funding	-200	G		Fern
Cross Council Efficiencies not delivered in 2012-13	215	G		Tom Whiting
<b>Late Savings</b>				
Vacancy management	-148	G	£160k pro rata allocation across salaries budgets. Rest contained within Revenue and Benefits as one off savings	Tom Whiting
Agency	-157	G	on HIB payment over recovery and additional grant.	Tom Whiting
Procurement	-205	G	Inflation allocation restricted to pension augmentation and Capita contract with a small balance held on Corporate director's code.	Tom Whiting
Inflation	-86	G		Tom Whiting



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
<b>Total Resources Savings</b>	-4,504			
<b>Net Resources Directorate</b>	-2,887			
<b>ENVIRONMENT AND ENTERPRISE</b>				
<b>Investment in Services</b>				
PRS - Vehicle early termination payments	295	G	The termination costs have been confirmed at £85k. The remaining balance will be use to offset revenue overspends.	Dave Corby / Mick Wynne
Transformation growth	163	G		Philip Hamberger
Parking review	261	A	Full cumulative impact up to 14/15 can range between -£568k if free parking is not introduced to +938k if free parking is introduced (additional growth of +£370k), dependant on decision at cabinet in November.	David Eaglesham
Additional Harrow Town Centre cleaning following from OLF2	87	G	Ongoing funding.	Dave Corby / Mick Wynne
CRC/EA increase in cost of CRC scheme	93	G		Andrew Baker
Welfare to work Xcite:	108	G	Recruitment implemented.	Mark Billington
WLWA Levy	1,218	A	Risk of additional levy, possibly mitigated by lower PAYT tonnages	Alan Whiting
Procurement related pressures due to change in market price and profit share for Dry recyclables	256	G	Risk whether the growth is sufficient dependant on recycling performance	Alan Whiting
Maintenance of CCTV cameras	71	G	Implemented	Andy Appleby
<b>Total Investment in Services</b>	<b>2,552</b>			
<b>Savings</b>				
<b>Additional income</b>				
Introduce differential charging policy for planning applications to provide for fast track income generation	-15	G	Additional income is being achieved by increasing the provision of pre-application advice.	Stephen Kelly
Increase Income and rental from Corporate Estate	-80	G	Income lease signed.	Philip Loveland-Cooper

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Increasing the level of fees recharged for adaptations undertaken using Council or DFG funding. Business as usual	-75	A	Proposal submitted to Housing to bring the fees up to the level of private sector providers, however this is not yet agreed by Housing. There is an increase in income for adaptations in general, which helps meet the income budget.	Andy Parsons
Introduction of Civic Centre staff car parking charges and other free car parks	-135	R	Consultation documents prepared and EQIA completed, awaiting approval to progress.	Andy Parsons
Licensing - scope for additional income	-40	G	On target, to be achieved.	Finlay Flett
SLA Income - HIRA, Schools & Other Bodies.				Andrew Baker
Increased income from revised SLA with schools	-19	G	SLA signed.	
Textile recycling	-10	G	New contract now signed with a better price per tonne as a result of favourable market prices for textile. On track of achieving additional income subject to actual tonnage.	Andrew Baker
<b>ADDITIONAL INCOME TOTAL</b>	<b>-374</b>	<b>0</b>		<b>0</b>
<b>Environment Savings</b>				
PRISM growth and efficiencies (2012-13 reversal)	-200	G	12/13 growth budget carried forward to match rephasing of project spend	Philip Hamberger
Property Co/FM growth and efficiencies (2012-13 reversal)	-100	G	The budget has been carried forward to 13/14 to match the rephasing of project spend (the procurement of IT building maintenance system).	Andy Parsons
Towards Excellence	-1,500	R	Project pause and restart means that savings will be realised from April 2014.	Philip Hamberger
Property Co/FM growth and efficiencies	-251	G	FYE of Phase 1 Property Services restructure - fully delivered.	Andy Parsons
Review of loss making car parks	-150	R	Alternative project underway (P&D) to secure income from alternative car parks.	Andy Appleby
Management Efficiencies	-75	G	Delivered.	Caroline Bruce
Parking permit charge increase	-40	G	On target, to be achieved.	Finlay Flett

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Returning Parks to Open Space	-350	R	Change in priorities following the recent change in administration - more formal maintenance regimes reinstated in most parks originally identified to becoming naturalised areas.	Dave Corby / Mick Wynne
Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent Trading Standards)	-50	A	14/15 growth bid prepared. 13/14 one-off £100K corporate funding confirmed to reinstate service.	Finlay Flett
Climate Change - Flexible retirement and consumables budget	-31	G	Subject to successful prosecution of criminal activities, but likely to achieve this year's saving based on existing cases.	Andrew Baker
Environment Consumables	-100	G	Likely to be achieved and is subject to commencement of phased retirement	ALL
Further management reductions in Environment	-100	G	Delivered.	Philip Hamberger
Reduce highways maintenance budget	-273	G	13/14 saving delivered. Alternatives to be identified to realise 14/15 saving as part of MTFs refresh.	Dave Masters
Public Realm service reduction	-644	R	Delivered, by changing response times.	Dave Corby / Mick Wynne
Traffic & Highways post reductions	-251	G	Proposals linked to PRISM and the deliverability of some of these is unlikely in 13/14. Also change in priorities following the recent change in administration - Reinstatement of sweeping in some non town centres, parks maintenance, gates locking in parks & cemeteries and dog waste collection. 14/15 growth bids prepared. 13/14 one-off corporate funding confirmed to reinstate services.	David Eaglesham
Consolidation of property services within old Environment and Enterprise Directorates. Transformation Project	-180	G	Delivered, by changing response times	Andy Parsons
Cost reduction of maintaining parking equipment	-30	G	Staff consultation completed and new structure now confirmed. Although the restructure was delayed, the staff costs would be contained within existing budgets of Property Services.	Andy Parsons
Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	R	Achieved.	Andy Appleby
			Not proceeding with the proposal. Alternative savings to be identified as part of MTFs refresh.	Andy Parsons

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Soft Market testing of statutory animal services and review of commercial animal services	-60	R	Not achieved.	Finlay Flett
Review operations of the CCTV control room during the night	-30	R	Not achieved. Alternative saving to be identified as part of the MTFs refresh.	Finlay Flett
Review Brent-Harrow Trading Standards consortium and / or provide Trading Standards on a reduced scale.	-140	A	No actuals processed, awaiting for confirmation of agreement, currently forecast to be on track	Finlay Flett
Review Trade Waste	-220	R	The option to cease trade waste is not pursued, instead seeking to retain and develop the service. A detailed business case is being developed. Budget reinstated in 13/14 to give time to develop the service, and deliver a phased saving in future years.	Alan Whiting
Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-100	R	The anticipated saving from the re-tender of cleaning contract did not materialise. To adopt a corporate landlord approach, effort is being made on identifying alternative savings from building maintenance through budget aggregation.	Andy Parsons
<b>TOTAL ENVIRONMENT SAVINGS</b>	<b>-4,950</b>			<b>0</b>
<b>ENTERPRISE SAVINGS:</b>				
Residual from Major Projects budget	-25	G	Delivered.	Stephen Kelly
Procurement savings on Northgate contract	-6	G	Delivered.	Stephen Kelly
Enterprise Post Deletions	-1,083	G	Delivered.	Stephen Kelly/Caroline Bruce
Enterprise Consumables	-93	G	Delivered.	Stephen Kelly/PLCC
<b>TOTAL ENTERPRISE SAVINGS</b>	<b>-1,207</b>	<b>0</b>		<b>0</b>
Procurement Savings - others	-140	R	Procurement yet to identify possible targets	Venetia Reid-Baptiste

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Procurement - Transport Review	-350	A	DoV with FRAIKIN now signed. Part year saving £319K achieved in 13/14. £263K in E&E with the rest realised in Childrens Services.	Philip Hamberger
<b>Existing procurement Total</b>	<b>-490</b>			<b>0</b>
<b>Total Environment and Enterprise Savings</b>	<b>-7,021</b>			<b>0</b>
<b>Additional Targets Reallocated Cross Council</b>				
Procurement - Category Management savings	-76	R	Source of savings to be identified	Procurement (Paul Smith)
Agency Staff - reduction in usage	-160	A	Savings Allocation from Corporate based on historical actuals that were higher due to transition and implementation of MTFs and transformation projects savings. Double count with savings above. Action in train to deliver as much as possible in 13/14. It is anticipated that saving will be delivered in 14/15.	Philip Hamberger
Staffing - Vacancy management	-150	A	Savings Allocation from Corporate based on historical actuals that were higher due to transition and implementation of MTFs and transformation projects savings. Double count with savings above. Action in train to deliver as much as possible in 13/14. It is anticipated that saving will be delivered in 14/15.	Philip Hamberger
Recharge utility costs for computer room to Capita	-83	G	New recharge and will be based on actual utility cost. A meter to be installed to measure the consumption separately. Capita will be invoiced once a good sample of data is obtained and agreed with Capita.	Andy Parsons
<b>Net Environment and Enterprise</b>	<b>-469</b>			<b>0</b>
<b>COMMUNITY, HEALTH AND WELLBEING</b>	<b>-4,938</b>			<b>0</b>
<b>Investment in Services</b>				

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Homelessness [100 families & anticipated B&B HB changes]	-250	A	£150k flagged up as unachievable in 2013/14 and additional savings made elsewhere as part of commissioning panel proposals to cover this amount. Saving then re-instated by members due to delay in implementation of universal credit, but still not considered to be achievable on a permanent basis by officers, although it may be deliverable in the short term. In 2013/14 compensatory savings likely to avoid this being overspent.	Jon Dalton
Homelessness	1,000	A	Impact of welfare reform not yet known. We believe we can meet from within these figures, but delay in implementation may result in movement between years.	Jon Dalton
Invest to Save in PSL	289	A	Due to the impact of welfare reform, it has proven more difficult than anticipated to source new private-sector properties to lease as landlords are increasingly concerned about the potential for loss of income. This initiative is in the process of being reviewed to make it more attractive, but we anticipate that we will use this budget by the end of 2014-15.	Jon Dalton
<b>Housing General Fund</b>	1,039			
		A	High risk demand-led budget requiring on-going monitoring; this excludes potential Continuing Care shifts which are assumed to be covered by the Corporate Contingency.	Visva Sathasivam
Demographic Growth	2,800			Visva Sathasivam
Mental Health Properties	50	G		Visva Sathasivam
West London Alliance	10	G		Chris Greenway
<b>Adults</b>	<b>2,860</b>			
Cultural Strategy Review growth and efficiencies	-150	G	Growth in 12/13 now reversed.	?
London Youth Games	8	G	Contribution agreed with London Councils.	?
Under One Sky	25	G	Plans in place to fully utilise this funding.	?
Support for specialist welfare advice services	90	G	Plans in place to fully utilise this funding.	?
<b>Community &amp; Culture</b>	<b>-27</b>			

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
<b>Total Investment in Services</b>	<b>3,872</b>			
<b>Savings</b>				
Housing Needs - Private Sector Leasing Scheme		G		Jon Dalton
Housing Service Efficiency Review		G	Partial savings (c.50%) identified, with the remainder still to be found. We believe it will be possible to deliver this.	Alison Pegg/Jane Fernley/Jon Dalton
Reallocation of staff time from GF to HRA	-215	G		Alison Pegg/Jane Fernley/Jon Dalton
Deletion of vacant Enabling Project Officer Post	-36	G	Already implemented	Alison Pegg/Jane Fernley
Invest to Save - cash incentives	-48	G	Post already deleted.	Jon Dalton/Jane Fernley
Affordable PSL accommodation	-240	A	Due to the impact of welfare reform, it has proven more difficult than anticipated to source new private-sector properties to lease as landlords are increasingly concerned about the potential for loss of income. This initiative is in the process of being reviewed to make it more attractive, but we anticipate that we will generate the required savings by the end of 2014-15.	Jon Dalton
Reduced costs at Travellers Site	-10	G		Toni Burke
Late savings - vacancy management	-16	R	Unlikely to be delivered via this route but expected to be delivered through management of compensatory savings across the directorate	All
Late savings - agency costs	-17	R	Unlikely to be delivered via this route but expected to be delivered through management of compensatory savings across the directorate	All
Late savings - reduced inflation allocation	-6	G	Probably containable but not yet allocated to specific areas.	All

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Empty Homes Initiative		G	Based on previous experience, this should be achievable.	Alison Pegg
<b>Housing General Fund</b>	<b>-587</b>			
Contract Management - managing inflation	-100	G	Achieved	Chris Greenway
Contract Management - efficiencies	-150	G	Achieved	Chris Greenway
Contract Management - Home care providers	-900	G	Achieved	Visva Sathasivam / Chris Greenway
WLA Joint Procurement: APC Residential Care	-150	G	Uncertain that continuing to place at APC rates will deliver the required level of saving. However, we believe it is likely given the part-year effect of 2012/13 placements. This needs to be monitored throughout the year.	Visva Sathasivam
CNWL: Mental Health Efficiencies	-100	G	This saving is dependent on CNWL managing within existing budget and containing any pressures that arise from placements in the year. In addition, there are historic issues regarding CNWL's ability to deliver services within the approved financial envelope.	Visva Sathasivam
Residential Care Strategic Review	-1,550	R	It is anticipated that a new structure will be in place by 1 January 2014 and 3/12 mths of savings will be achieved of	Jonathan Price
Investment in Community Based Services	775	R	There are pressures in the delivery of this saving as consultation delayed due to feedback; In addition staff notice periods etc will need to be factored in to the timescales thus delaying the implementation date and therefore the savings; Some savings to date however, have been recognised within the existing services and further savings are dependent on the closure of Bentley Day Centre by 31.12.2013	Jonathan Price
Day Care Strategic Review	-300	G	Plans to achieve this are in place, but will need ongoing monitoring alongside other purchasing budgets as these can be very volatile.	Jonathan Price
Reablement	-900	G		
Cessation of Funding for Transport Clubs	-75	G	Funding for transport stopped November 2012	Jonathan Price



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Secure further earmarked investment from CCG in Adult Social Care	-500	A	Dependent on further discussions with the CCG to agree that the additional grant funding can support existing rather than new service provision. There is however a risk around the ongoing relationship with the CCG.	Carol Yarde
Decommission Greenview Services	-230	G	Actioned in 2012/13	Visva Sathasivam
Occupational Therapy	-230	A	Capitalisation of staff costs may be a risk and this is currently being reviewed with Technical Finance to avoid future audit challenge.	Visva Sathasivam
Late savings - vacancy management	-69	R	Unlikely to be delivered via this route but expected to be delivered through management of savings across the directorate	All
Late savings - agency costs	-73	R	Unlikely to be delivered via this route but expected to be delivered through management of savings across the directorate	All
Late savings - reduced inflation allocation	-197	G	Probably containable but interlinked with performance on overall purchasing budget.	All
<b>Adults</b>	<b>-4,749</b>			
Community Development review of structure and service re-provision	-48	G	The relevant salaries budgets have been reduced and this saving will be achieved.	
Libraries Transformation 2	-25	G	This will reduce the budget available for outsourcing the project.	
Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-200	A	It is anticipated that the contracts will commence on 1/9/13. Due to the lateness of implementation and the significant costs of extending the Leisure contract, no savings will be made in 13-14 and at Period 3, a forecast overspend of £229k on Libraries and Leisure is reported. Additionally, some funding will be required for mobilisation costs, particularly IT costs i.e. uncoupling the IT from the Council. Approximate cost for this is £145k. This cost has not been included in the revenue position at Period 3.	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Reduce Adult Learning Subsidy	-73	G	Kenton Learning Centre have agreed to fund the running costs £24k. Plans are in place for the Service manager to be funded from the grant from September 2013.	
Reduce subsidy to harrow young musicians	-28	G	Alternative funding is available to Harrow Young Musicians; grant reduced by 50% in 13/14.	
Share responsibility for Community Cohesion across Council	-63	R	The saving assumes the deletion of 1 FTE with effect from 1/4/13. However, the consultation has only commenced and due to notice requirements only part year effect will be achieved in 13/14. Period 3 assumes the post is deleted 30/12/13. Unlikely to be achieved.	
Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium	-117	R	The income targets agreed by Members, ahead of the development of the business case were extremely challenging, and as a result not considered achievable for either the Museum [which will be closed until potentially November 2014 due to Tithe Barn works] or the Arts Centre. A Commercialisation project has been set up to develop further and indicate that this saving may be deliverable in a longer time frame, requiring compensatory savings to be identified in the shorter term.	
Review main grants budget	-69	G	This reduces the SLA grant budget by 10% to £600k. Grants have been allocated for 13/14 in line with the funding available.	
Reduce officer support for grants	-40	A	There are currently 2 FT staff in 1.5 PT posts. One staff member may wish to move to PT working, however the employee is currently on long term sick leave. If this does not happen, a mini restructure is anticipated. Period 3 presumes one staff member will be PT from 1/9/13.	
One off support for commissioning for voluntary sector	-40	G	Growth in 12/13 now reversed	
Libraries Transformation 2 -reversal of one off investment in 2012-13	-150	G	Growth in 12/13 now reversed	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Combine Gayton & Civic Centre Libraries	-75	A	Delay in History Library to Museum and combining Gayton and Civic Centre Libraries.	
Late savings - vacancy management	-25	R	Unlikely to be delivered via this route given low level of vacant posts but expected to be delivered through management of compensatory savings across the directorate	
Late savings - agency costs	-27	R	Unlikely to be delivered via this route given that the agency spend in this area is lower than the target allocated. Expected to be delivered through management of compensatory savings across the directorate.	
Late savings - reduced inflation allocation	-11	G	Achieved	
<b>Community &amp; Culture</b>	<b>-991</b>			
	-150	G		
<b>Public Health</b>	<b>-150</b>			
Procurement Savings	-229	R	Plans still to be developed	
<b>Total Savings</b>	<b>-6,857</b>			
<b>Net</b>	<b>-2,985</b>			
<b>CHILDREN &amp; FAMILIES</b>				
<b>Investment in Services</b>				
Increase in CLA placement budgets reflecting growth in child population and changing demographic	178	G		MC
Increase in CWD client costs reflecting growth in child population	82	G		RR
Increase in staffing costs reflecting growth in child population and changing demographic	153	G		MC
Loss of Youth Justice Board funding	90	G		MC
Transfer of duties in respect of new duties for young people on remand	270	G		MC
SEN post to undertake new statutory duties	50	G		RR
Qualified Social Worker - Recruitment & Retention Market Supplement	150	G		MC

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Creation of Advanced Practitioner SW posts	310	G		MC
Principal Social Worker role - post-Munro	70	G		CD
Health Co-ordinator post at NWP	50	G		MC
Youth Scrutiny Proposals	70	G		RS/WB
Project Management Costs including SNT, Children's Centre remodelling and developing new transformation projects	97	G		RR
Shortfall in targeted savings from business support model	185	G		CD
Corporate Indexing Scanning (CIS) Staffing	45	G		CD
<b>Total Investment</b>	<b>1,800</b>			
<b>Savings</b>				
Integrated Children's Services - Remaining staffing savings	-100	G		CD
Consolidation of staffing structure including proposed deletion of 1 Divisional Director post	-167	G		CD
Deletion of Head of ESSO	-50	G		CD
Reconfiguration of Early Intervention Service to support the Families First Programme	-150	A	Staffing not deleted. Saving supported by Troubled Families Grant	RS/WB
Children's Centres remodelling	-373	G		RS/WB
Special Needs Transport II - demand management including Independent Travel Training	-56	G		RR
Special Needs Transport III - full market engagement	-40	G		RR
Introduction of Charging for non Statutory Educational Psychology	-125	G		RR
Review of semi supported provision including potential closure of Honeypot Lane	0	G	Facility to close 31/10/13. Early achievement of Saving.	MC
	-120	G	Placements £120k	MC
	-155	G	Allocated to Services £155k	
	-95	A	Plans in place, not yet allocated £95k	CD
	-250	R	No plans identified £250k	CD
Procurement Savings including placements				

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 IMPLEMENTATION**

Appendix 2

	2013-14 £000	2013-14 RAG Status	Comments	Officer Lead
Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-835	G		CD/RS/WB
Recommissioning of Respite Care for CWD	0	G		RR
Consolidation of Early Years training functions	-100	G		CD/RS/WB
Business Support Savings	-260	G		CD
<b>Total of Children and Families Savings</b>	<b>-2,876</b>			
<b>£1.92m ADDITIONAL SAVINGS - Children's Allocation</b>				
Prices	-105	A	Built into budgets. Total Budget forecasting an overspend.	CD
Vacancy Rate 0.5%	-62	A	Built into budgets. Total Budget forecasting an overspend.	CD
Agency savings	-66	A	Built into budgets. Total Budget forecasting an overspend.	CD
Procurement	-52	R	No plans identified	CD
<b>Sub total</b>	<b>-285</b>			
<b>Net Children's Services</b>	<b>-1,361</b>			
<b>TOTAL ALL DIRECTORATES</b>	<b>-12,171</b>			

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**Council Tax**

Currently, bad debt provisions (BDP) of £3.493m exist [£3.849m- £0.356k; w/offers done 01/04/13-30/09/13] for Council Tax against a potential BDP of £3.433m for debts accrued to 31 March 2013.

<b>COUNCIL TAX</b>	Arrears as at 1 <sup>st</sup> of April	Arrears as at Qtr 2	BDP	<b>BDP as at Qtr 2</b>
	£000	£000	%	£000
Pre 2010-2011	2,041	1,785	100	1,785
2011-2012	1,128	872	75	654
2012-2013	2,688	1,657	60	994
<b>Total</b>	<b>5,857</b>	<b>4,314</b>		<b>3,433</b>

**National Non Domestic Rates (NNDR)**

Currently, bad debt provisions of £1.95m [£2.2m- £0.248k; w/offers done 01/04/13 to 30/09/13] exist for business rates (NNDR) against a potential BDP of £1.840m. Under Business Rates retention, the effect on the local authority is 30% of any surplus or deficit.

<b>NATIONAL NON DOMESTIC RATES (NNDR)</b>	Arrears as at 1 <sup>st</sup> of April	Arrears as at Qtr 2	BDP	<b>BDP as at Qtr 2</b>
	£000	£000	%	£000
Pre 2012-2013	750	610	100	610
2012-2013	2,320	1,641	75	1,230
<b>Total</b>	<b>3,070</b>	<b>2,251</b>		<b>1,840</b>

**Council Tax and Business Rates Court Cost**

Currently, bad debt provisions (BDP) of £710k (CT £620k+ NDR £90k) exists for Court Costs against a potential BDP of £1.0m. From previous years trends, this amount of provision will be adequate and in line with our overall provisions policy.

<b>Court Cost</b>	Arrears as at 1 <sup>st</sup> of April	Arrears as at Qtr 2	BDP	<b>BDP as at Qtr 2</b>
	£000	£000	%	£000
Pre 2011-2012	605	511	100	511
2012-2013	453	337	75	253
2013-2014	0	507	50	254
<b>Total</b>	<b>1,058</b>	<b>1,355</b>		<b>1,018</b>

**Housing Benefits**

Currently, bad debt provisions of £3.157m [£3.258m - £0.101k w/off's 1/4/13 to 30/09/13] exist for Housing Benefit overpayment debt against a potential BDP of £4.076m (£2,795 + £1,281 = £4.076m). The under provision is anticipated to be funded from improved collection on overpayments although there is a potential risk that there may be a balance that will need to be met from revenue.

<b>Housing Benefit DEBTORS</b>	Outstand as at 1 <sup>st</sup> of April	Outstand as at Qtr 2	BDP	<b>BDP as at Qtr 2</b>
	£000	£000	%	£000
Pre 2011-2012	1,169	1,011	100	1,011
2011-2012	822	787	100	787
2012-2013	1,529	898	50	449
2013-2014	0	1,370	40	548
<b>Totals</b>	<b>3,520</b>	<b>4,066</b>		<b>2,795</b>

<b>Housing Benefit LIVE CASES</b>	Outstand as at 1 <sup>st</sup> of April	Outstand as at Qtr 2	BDP	<b>BDP as at Qtr 2</b>
	£000	£000	%	£000
Pre 2011-2012	241	162	100	162
2011-2012	492	366	75	275
2012-2013	1,451	858	50	429
2013-2014	0	1,037	40	415
<b>Totals</b>	<b>2,184</b>	<b>2,423</b>		<b>1,281</b>



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<b>Date:</b>	12 December 2013
<b>Subject:</b>	Collection Fund 2013-2014
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Nil

## Section 1 – Summary and Recommendations

This report sets out the estimated financial position on the Collection Fund as at 31 March 2014 and how it is shared amongst the constituent precepting bodies and Central Government.

### Recommendations

Cabinet is asked to:

- (a) Note an estimated surplus of £2,095,937 on the Collection Fund as at 31 March 2014 of which £1,676,274 is the Harrow share; and
- (b) Agree that an amount of £1,676,274 be transferred to the General Fund in 2014-15.

### Reason (for recommendation)

To report to Cabinet on the Council's statutory obligation to make an estimate of the surplus or deficit on the Collection Fund by 15 January 2014. Approval to the recommendations set out is a major part of the annual budget review process.

## Section 2 – Report

### Executive Summary

1. The Collection Fund account reflects the statutory requirements for the Council to maintain a separate Fund, in relation to the operation of the Business Rates Retention Scheme (BRRS) and Council Tax. The Fund records all the transactions for billing in respect of Non Domestic Rates (NDR) and Council tax, exemptions and discounts granted, provision for bad debts and appeals and payments to the precept authorities Greater London Authority (GLA), Council's own demand and Central Government.
2. At the end of each year the surplus/deficit on the Fund is subsequently borne by, or distributed to, the billing authority (i.e. Harrow), the preceptor (i.e. GLA) and Central Government. The estimated financial position on the Collection Fund as at 31 March 2014 and the share of surplus for each stakeholders are summarised below:-

	Council Tax (Table 1a)		BRRS (Table 2a)		Total
	%	£m	%	£m	£m
Harrow Council	79.977	1.676	30.000	0	1.676
Greater London Authority	20.023	0.420	20.000	0	0.420
Central Government			50.000	0	0
		2.096		0	2.096

### Council Tax

3. There are mainly four factors in the calculation of the estimated surplus/deficit on Council Tax:-
  - Surplus or deficit brought forward from the previous financial year;
  - Change in the gross income;
  - Change in the expenditure in relation to discounts, exemptions and Local Council Tax Support Scheme; and
  - Increase or Decrease in the level of bad debt provision (BDP).

**Table 1a**

	Forecast £m
Gross Yield	121.536
Losses in Collection & Increase in Bad Debt Provision	-2.914
Prior Year's Adjustment	-0.194
<b>Net Income</b>	<b>118.428</b>
<b>Precepts</b>	
Harrow Council	-93.039
Greater London Authority	-23.293
<b>Total Precepts</b>	<b>-116.332</b>
<b>Estimated Surplus/(Deficit)</b>	<b>2.096</b>

4. The collection rate for 2013-14 is slightly below profile resulting mainly from the Council Tax Support Scheme (CTSS) which has impacted approximately 12,000 working age people who have previously not had to pay council tax or received a reduction have now been asked to pay towards their council tax bill. The arrears position for these debts is being monitored and recovery processes are in place to ensure compliance with payment plans. The table below summarises the total arrears position as at 30<sup>th</sup> November 2013 along with the provision requirement.

**Table 1b**

	Arrears as at 30 November 2013 £m	BDP %	BDP requirement £m
Pre 2010-2011	1.691	100	1.691
2011-2012	0.890	75	0.668
2012-2013	1.581	60	0.949
<b>Total</b>	<b>4.162</b>		<b>3.308</b>

### Business Rates Retention Scheme

5. In previous years business rates were collected by the local authority and paid into the National Non Domestic Rating Pool. The Authority received an NNDR grant as part of the Revenue support settlement process. From the 1st April 2013 the BRRS was introduced as part of the move to localise and stimulate business growth at a local level. Under the BRRS the Authority pays 50% of its business rates income to Central government, 20% to GLA and retains the remaining 30%.
6. There are mainly two factors in the calculation of the estimated surplus/deficit on BRRS:-
- Change in the gross income; and
  - Increase or Decrease in the level of bad debt provision (BDP).

**Table 2a**

	Forecast £m
Gross Yield	51.992
Cost of Collection	-0.255
Losses in Collection & Increase in Bad Debt Provision	-1.408
Losses on Appeals	-1.246
<b>Net Income</b>	<b>49.083</b>
<b>Precepts</b>	
Central Government 50%	-24.541
Greater London Authority 20%	-9.817
Retained by Harrow 30%	-14.725
<b>Total Precepts</b>	<b>-49.083</b>
<b>Estimated Surplus/(Deficit)</b>	<b>0.000</b>

7. The table below shows the aged analysis of the debt as at 30 November 2013. The collection rate is slightly below the profile as the Council's predominant ratepayers are Small Medium Enterprises (SME), who are still being affected by

the economic climate which is having an impact on their ability to pay. Although recovery action is taking place, longer time is being given to tax payers to clear the debt which in turn will support small businesses.

**Table 2b**

	<b>Arrears as at 30 November 2013 £m</b>	<b>BDP %</b>	<b>BDP requirement £m</b>
Pre 2012-2013	0.554	100	0.554
2012-2013	1.487	100	1.487
<b>Total</b>	<b>2.041</b>		<b>2.041</b>

### **Legal Implications**

8. Section 50 of the Local Government Finance Act 1992 requires this calculation to be completed as part of the budget setting process.

### **Financial Implications**

9. Financial matters are integral to the report.

### **Performance Issues**

10. There are risks in achieving the collection target due to economic climate and the new Council Tax Support Scheme. Performance data is shown in the separate reports on Calculation of Council Tax Base for 2014 – 2015 and Calculation of Business Rates Income for 2014 – 2015 on the Cabinet agenda.

### **Environmental Impact**

11. There are none directly related to this report.

### **Risk Management Implications**

12. In the current economic climate there is a risk that the Council's collection performance could decline. This would have an adverse impact on the Collection Fund financial position.
- Risk included on Directorate risk register? Yes
  - Separate risk register in place? No

### **Equalities Impact**

13. There are no direct equalities impacts arising from the decisions within this report.

### **Corporate Priorities**

14. This report deals with the Collection Fund which is a key part of the budget setting process and therefore helps deliver the Council's vision and priorities.

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

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 14 November 2013		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 December 2013		

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

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 14 November 2013		

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

Name: Saeed Atlas	<input checked="" type="checkbox"/>	on behalf of the Corporate Director of Environment and Enterprise
Date: 15 November 2013		

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

**Contact:** Hasina Shah (Head of Technical Finance and Accountancy)  
[hasina.shah@harrow.gov.uk](mailto:hasina.shah@harrow.gov.uk),  
Tel: 0208 424 1573

#### **Background Papers:**

- The Local Authorities (Funds) (England) Regulations 1992  
<http://www.legislation.gov.uk/ukpga/1992/14/contents>
- The Non-Domestic Rating (Rates Retention) Regulations 2013  
<http://www.legislation.gov.uk/ukdsi/2013/9780111532959/contents>

- Statement of Accounts 2012/13  
<http://search.harrow.gov.uk/search.aspx?pckid=1809526021&aid=365691&sw=STATEMENT+OF+ACCOUNTS>

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

**NOT APPLICABLE**

*[Call –in applies]*

**REPORT FOR: CABINET**

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<b>Date:</b>	12 December 2013
<b>Subject:</b>	Treasury Management Strategy Statement and Annual Investment Strategy – Mid-year Review 2013/14
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes, except for the recommendation to Council
<b>Enclosures:</b>	Appendix 1 - Counterparty Policy Appendix 2 – Prudential Indicators

## Section 1 – Summary and Recommendations

This report sets out the mid-year review of treasury management activities for 2013/14.

### Recommendations:

That the Cabinet:

- (a) Note the half year treasury management activity for 2013/14.
- (b) Recommend that the Governance, Audit and Risk Management Committee consider and review the report.
- (c) Recommend to the Council that the minimum credit criterion for The Royal Bank of Scotland be amended from F1 to F2 as discussed in paragraphs 5.2 and 5.3 below.

### Reason: (for recommendation)

- (a) To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.
- (b) To keep Cabinet Members informed of treasury management activities and performance.

## **Section 2 – Report**

### **1. Background**

- 1.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure.
- 1.2 Part of the treasury management operation ensures that this cash flow is adequately planned, with surplus monies being invested with low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 1.3 The second main function of the treasury management service is the funding of the Council's capital programme. The programme provides a guide to the borrowing needs of the Council, essentially the longer term cash flow planning, to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any borrowings previously made may be restructured to meet Council risk or cost objectives.
- 1.4 Accordingly, treasury management is defined as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

### **2. Introduction**

- 2.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) has been adopted by the Council.
- 2.2 The primary requirements of the Code are as follows:
  1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
  2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
  3. Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
  4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.



5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For the Council the delegated body is the Governance, Audit and Risk Management Committee.

2.3 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- Forecast outturn position
- Economic update for the 2013/14 financial year to 30 September 2013;
- Review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- Capital expenditure ;
- Review of the investment portfolio for 2013/14;
- Review of the borrowing strategy for 2013/14;
- Review of any debt rescheduling undertaken during 2013/14;
- Review of compliance with Treasury and Prudential Limits for 2013/14.

### **3. Forecast outturn Position**

3.1 There is a forecast net underspend of £730,000 on the capital financing and investment income budget resulting from a forecast underspend on minimum revenue provision due to slippage on the 2012-13 capital programme as detailed in the table below:

	<b>Latest Budget</b>	<b>Forecast Outturn</b>	<b>Variation</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Cost of Borrowing	8,481	8,484	0	0.0
Investment Income	-1,572	-1,572	0	0.0
Minimum Revenue Provision	13,234	12,504	-730	-5.5
<b>Total</b>	<b>20,143</b>	<b>19,355</b>	<b>-730</b>	<b>-3.6</b>

### **4. Economic update for the 2013/14 financial year to 30 September 2013**

4.1 This commentary has been provided by the Council's Treasury Management Advisers, Capita Asset Services

#### **4.2 Economic performance to date**

During 2013/14 economic indicators suggest that the economy is recovering, albeit from a low level. After avoiding recession in the first quarter of 2013, with a 0.3% quarterly expansion the economy grew 0.7% in Q2. There have been signs of renewed vigour in household spending in the summer, with a further pick-up in retail sales, mortgages, house prices and new car registrations.

The strengthening in economic growth appears to have supported the labour market, with employment rising at a modest pace and strong enough to reduce the level of unemployment further. Pay growth also rebounded strongly in April, though this was mostly driven by high earners delaying bonuses until after April's cut in the top rate of income tax. Excluding bonuses, earnings rose by just 1.0% year on year, well below the rate of inflation at 2.7% in August, causing continuing pressure on households' disposable income.

The Bank of England extended its Funding for Lending Scheme (FLS) into 2015 and sharpened the incentives for banks to extend more business funding, particularly to small and medium size enterprises. To date, the mortgage market still appears to have been the biggest beneficiary from the scheme, with mortgage interest rates falling further to new lows. Together with the Government's Help to Buy scheme, which provides equity loans to credit-constrained borrowers, this is helping to boost demand in the housing market. Mortgage approvals by high street banks have risen as have house prices, although they are still well down from the boom years pre 2008.

Turning to the fiscal situation, the public borrowing figures continued to be distorted by a number of one-off factors. On an underlying basis, borrowing in Q2 started to come down, but only slowly, as Government expenditure cuts took effect and economic growth started to show through in a small increase in tax receipts. The 2013 Spending Review, covering only 2015/16, made no changes to the headline Government spending plan, and monetary policy was unchanged in advance of the new Bank of England Governor, Mark Carney, arriving. Bank Rate remained at 0.5% and quantitative easing also stayed at £375bn. In August, the Monetary Policy Committee (MPC) provided forward guidance that Bank Rate is unlikely to change until unemployment first falls to 7%, which was not expected until mid 2016. However, 7% is only a point at which the MPC will review Bank Rate, not necessarily take action to change it. The three months to July average unemployment rate was 7.7%.

Consumer Price Index inflation (MPC target of 2.0%), fell marginally from a peak of 2.9% in June to 2.7% in August. The Bank of England expects inflation to fall back to 2.0% in 2015.

Financial markets sold off sharply following comments from Ben Bernanke (the US Federal Reserve Board Chairman) in June that suggested the Federal Reserve may 'taper' its asset purchases earlier than anticipated. The resulting rise in US Treasury yields was replicated in the UK. Equity prices fell initially too, as the Federal Reserve purchasing of bonds has served to underpin investor moves into equities out of low yielding bonds. However, as the market moves to realign its expectations, bond yields and equities are likely to rise further in expectation of a continuing economic recovery. Increases in payroll figures have shown further improvement, helping to pull the unemployment rate down from a high of 8.1% to 7.3%, and continuing house price rises have helped more households to escape from negative equity. In September, the Federal Reserve surprised financial markets by not starting tapering as it felt the run of economic data in recent months had been too weak to warrant taking early action. Bond yields fell sharply as a result, though it still only remains a matter of time until tapering does start.

Tensions in the Eurozone eased over the second quarter, but there remained a number of triggers for a renewed flare-up. Economic survey data improved consistently over the first half of the year, pointing to a return to growth in Q2, so ending six quarters of Eurozone recession.

#### 4.3 Outlook for the next six months of 2013/14

Economic forecasting remains difficult with so many external influences weighing on the UK. Volatility in bond yields is likely during 2013/14 as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds. Downside risks to UK gilt yields and PWLB rates include:

- A return to weak economic growth in the US, UK and China causing major disappointment to investor and market expectations
- The potential for a significant increase in negative reactions of populaces in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- The Italian political situation is frail and unstable: the coalition government fell on 29 September.
- Problems in other Eurozone heavily indebted countries (e.g. Cyprus and Portugal) which could also generate safe haven flows into UK gilts.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
- Geopolitical risks e.g. Syria, Iran, North Korea, which could trigger safe haven flows back into bonds

Upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
- Increased investor confidence that sustainable robust world economic growth is firmly expected, together with a reduction or end of QE operations in the US, causing a further flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status on a sustainable improvement in financial stresses in the Eurozone.
- In the longer term - a reversal of quantitative easing in the UK; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.
- Further downgrading by credit rating agencies of the creditworthiness and credit rating of UK Government debt, consequent upon repeated failure to achieve fiscal correction targets and sustained recovery of economic growth, causing the ratio of total Government debt to GDP to rise to levels that provoke major concern.

The overall balance of risks to economic recovery in the UK is now weighted to the upside after five months of robust good news on the economy.

However, only time will tell just how long this period of strong economic growth will last, and it remains exposed to vulnerabilities in a number of key areas. The longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Near-term, there is some residual risk of further quantitative easing if there is a dip in strong growth or if the MPC were to decide to take action to combat the market's expectations of an early first increase in Bank Rate. If the MPC does takes action to do more QE in order to reverse the rapid increase in market rates, especially in gilt yields and interest rates up to 10 years, such action could cause gilt yields and PWLB rates over the next year or two to significantly undershoot the forecasts in the table below. The tension in the US over passing a Federal budget for the new financial year starting on 1 October and raising the debt ceiling in mid October could also see bond yields temporarily dip until agreement is reached between the opposing Republican and Democrat sides. Conversely, the eventual start of tapering by the Federal Reserve will cause bond yields to rise.

#### 4.4 Interest rate forecasts

	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%
5yr PWLB rate	2.50%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.20%	3.30%	3.50%	3.60%	3.70%
10yr PWLB rate	3.70%	3.70%	3.70%	3.70%	3.80%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
25yr PWLB rate	4.40%	4.40%	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%
50yr PWLB rate	4.50%	4.40%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.30%

*(The Capita Assets Services forecasts above are for PWLB certainty rates.)*

Expectations for the first change in Bank Rate in the UK are now dependent on how to forecast when unemployment is likely to fall to 7%. Financial markets have taken a very contrary view to the MPC and have aggressively raised short term interest rates and gilt yields due to their view that the strength of economic recovery is now so rapid that unemployment will fall much faster than the Bank of England forecasts. They therefore expect the first increase in Bank Rate to be in Q4 of 2014. There is much latitude to disagree with this view as the economic downturn since 2008 was remarkable for the way in which unemployment did not rise to anywhere near the extent likely, unlike in previous recessions. This meant that labour was retained, productivity fell and now, as the MPC expects, there is major potential for unemployment to fall only slowly as existing labour levels are worked more intensively and productivity rises back up again. The size of the work force is also expected to increase relatively rapidly and there are many currently self employed or part time employed workers who are seeking full time employment. Capita Asset Services take the view that the unemployment rate is not likely to come down as quickly as the financial markets are currently expecting and that the MPC view is more realistic. The prospects for any increase in Bank Rate before 2016 are therefore seen as being limited. However, some forecasters are forecasting that even the Bank of England forecast is too optimistic as to when the 7% level will be reached and so do not expect the first increase in Bank Rate until spring 2017.

## **5. Review of the Treasury Management Strategy Statement and Annual Investment Strategy**

- 5.1 The Council approved a Treasury Management Strategy Statement for 2013/14 on 14 February 2013, which complies with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (2011) and Prudential Code for Capital Finance.
- 5.2 Included within the Treasury Management Strategy Statement are the minimum credit criteria for the measure of credit worthiness of institutions used as counterparties. For the UK nationalised banks (RBS and Lloyds/HBOS) the minimum short term criterion is F1 as defined by Fitch Ratings. RBS still retains this rating but both the other agencies to which the Council refers, Moody's and Standard and Poor's, now rate RBS below that level. Were Fitch to follow the same line the Council would not be able to use RBS as a counterparty. As the Treasury Management Strategy Statement allows the Council to invest up to 50% of its cash balances with RBS this would severely restrict its ability to manage these balances. The view of the Council's Treasury Management Adviser, Capita, is that so long as RBS remains largely in the ownership of the Government and taxpayer (currently 82%) there is little risk to its future viability and that it would be appropriate for it to be retained on the Council's counterparty list.
- 5.3 The Cabinet is therefore asked to recommend to Council that the Treasury Management Strategy Statement be amended to allow for RBS to remain as a counterparty subject to its Short-term rating being at Fitch F2 or above,

## **6. Capital expenditure**

- 6.1 The table below shows the original budget for 2013-14 as adjusted for "carry forwards" and other items and the forecast outturn.

Service	"Adjusted" budget	Forecast outturn	Variance
	£'000	£'000	£'000
Community Health and Wellbeing	8,048	5,998	-2,050
Children and Families	23,212	16,440	-6,772
Environment and Enterprise	20,457	19,154	-1,303
Resources	13,449	11,814	-1,635
<b>Total General Fund</b>	<b>65,166</b>	<b>53,406</b>	<b>-11,760</b>
Housing Revenue Account	8,390	7,779	-611
<b>General Fund funding</b>			
Grants	27,784	21,356	-6,428
Section 106	439	432	-7
RCCO	110	47	-63
Capital Receipts	12,000	2,575	-9,425
Borrowing	24,833	28,996	4,163
<b>Total</b>	<b>65,166</b>	<b>53,406</b>	<b>-11,760</b>
<b>HRA funding</b>			
Grants	42	42	0
Direct Revenue Funding	8,348	7,737	-611
<b>Total</b>	<b>8,390</b>	<b>7,779</b>	<b>-611</b>

6.2 The most significant variance is due to the re-profiling of the Children and Families programme in line with the additional grant funding made available by the DfE for the school expansion programme.

6.3 At present the whole of the capital programme reliant on borrowing can be financed from internal resources.

## **7. Review of the investment portfolio for 2013-14**

7.1 In summary, the Council's debt and investment position as at 30 September 2013 was as follows:

	31 March 2013	Average Rate	Average Life yrs	30 Sept 2013	Average Rate	Average Life yrs
	£M	%	Yrs	£M	%	Yrs
Fixed Rate Funding						
- PWLB	218.5	4.09	38.2	218.5	4.09	37.7
- Market	131.8	4.65	34.4	131.8	4.65	34.1
<b>Total Debt</b>	<b>350.3</b>	<b>4.30</b>	<b>36.8</b>	<b>350.3</b>	<b>4.30</b>	<b>36.3</b>
Investments:						
- In-House	103.2	1.83	276 days	140.8	1.47	188 days
<b>Total Investments</b>	<b>103.2</b>			<b>140.8</b>		

7.2 The Council manages its investments in-house and invests with the institutions listed in the approved lending list for up to the approved periods. The Council permits investments for a range of periods from overnight to three years, dependent on the Council's cash flows, its interest rate view and the interest rates on offer, although the average duration is less than a year.

7.3 A total of £140.8m (£112.3 million as at Sept 2012) investments were placed on deposit as at 30 September 2013.

7.4 The table below sets out the position as at 30 September 2013.

	2012/13 Sept 2012		March 2013		2013/14 Sept 2013	
	£m	%	£m	%	£m	%
Specified Investments						
Banks	19.9	17.7	0.1	0.1	10.1	7.2
Building Societies	0.0	0.0	0.0	0.0	0.0	0.0
Money Market Funds	24.6	21.9	0.0	0.0	1.6	1.1
Non –Specified Investments						
Banks	59.8	53.3	98.1	95.1	104.1	73.9
Building Societies	8.0	7.1	5.0	4.8	5.0	3.6
Enhanced Money Market Funds	0.0	0.0	0.0	0.0	20.0	14.2
<b>Total</b>	<b>112.3</b>	<b>100.0</b>	<b>103.2</b>	<b>100.0</b>	<b>140.8</b>	<b>100.0</b>

Specified investments are those with such low risk that the possibility of loss of principal is negligible and non-specified investments are all other assets.

- 7.5 A more detailed analysis of the investment portfolio as at 30 September 2013 is shown in appendix 1.
- 7.6 The credit ratings of the main UK banks were lowered in the last quarter of, 2011. Prior to that all the counterparties in use as at September 2011 achieved the credit quality to be classified as the more secure “specified investments” and only those investments with a maturity of over 12 months were classed as “non specified”.
- 7.7 Following the changes to credit ratings at the end of 2011, only one bank in use meets the criteria for specified investments, Svenska Handelsbanken, with all the others are non specified.
- 7.8 Cabinet and Council (February 2012) (supported by GARMC) agreed to lower the long term and short term threshold for non specified investments. This enabled continued use of Lloyds, RBS, Barclays and Nationwide as counterparties. Although Santander continues to meet the same criteria, on the advice of Sector it has been suspended as a counterparty.
- 7.9 With the fall in UK base rates in 2008/09 from 5% to 0.5%, the yield on offer for short term investments plunged. Although base rates have not changed subsequently the interest rates being paid on investments have declined further in the last year as UK monetary policy has been to provide cheap funding to banks. Interest rates for money market and call accounts have fallen to as low as 0.3%. For much of 2013, Lloyds and RBS have paid significantly higher rates than the other banks. Combined with the longer maturities permitted for these two banks, they attracted most new deposits in the year.
- 7.10 The impact of the changes in credit ratings and counterparty limits has meant that there are very few banks and building societies in the portfolio and, at 30 September 2013 investments were only outstanding with the following institutions:

Lloyds Bank Plc ( including Bank of Scotland Plc)  
The Royal Bank of Scotland Plc  
Nationwide Building Society  
Svenska Handelsbanken AB  
Ignis Short Duration Cash Fund  
Insight Liquidity Plus  
Deutsche Bank AG London  
Fidelity Instant Cash Fund

- 7.11 During the first half year of 2013-14 the most significant investment decisions taken were:

Dominating use of Lloyds and The Royal Bank of Scotland which, at 30 September, accounted for 48% and 26% of the portfolio respectively. The Lloyds percentage allocation has subsequently been reduced to prepare for the reduction in overall balances which is likely to occur in the last three months of the year.

Initial investment of £10m each in the enhanced money market funds managed by Ignis and Insight.

7.12 Overall, the Council remains a cautious investor placing security and liquidity considerations ahead of income generation. As mentioned above, many banks and buildings societies in which the Council safely invested for many years have been removed from the counterparty list and maximum maturities have been reduced from 5 years to 3 years (Lloyds and RBS) and 3 months for all other counterparties. These changes have restricted the opportunity to add value to the short term investment portfolio. The policy will be kept under review.

7.13 The performance of the investment portfolio is benchmarked on a quarterly basis by Sector both against their risk adjusted model and the returns from other local authorities. As at 30 September 2013, the average yield on the portfolio of 1.47% which placed the Council in the top 10% of the average average for the 180 local authorities monitored by the Council's cash management adviser. This return compares favourably with the average 3 month Libid rate of 0.38%. The reasons for this relatively good performance are that the Council invests heavily in the part nationalised banks and not at all with Government institutions, it has a significant proportion of its funds in longer maturities and it placed some deposits before the recent interest rates decline.

## 8. Review of the borrowing strategy for 2013/14

8.1 Total long term debt of £350.3m at September 2013 is made up of £131.8m bank loans and £218.5m PWLB loans. The current borrowing strategy is to use internal balances to fund capital expenditure rather than take on new borrowing.

8.2 The table below analyses the maturity profile of borrowing. Two methods to record the maturity of lender option borrower option (LOBO) loans are shown. The lenders of LOBOs are permitted to reset interest rates five years after advancing the loan (and annually thereafter) such that the loans may have to be repaid sooner than the permitted life if rates are increased. In total there are LOBO loans outstanding of £83.8 million. The table shows LOBO's using both their final maturity (LHS) and also using the earliest date that the interest rate can be changed as the final maturity (RHS).

Maturity structure of borrowing at 30 September 2013	upper limit	lower limit	LOBO final maturity		LOBO interest reset date	
	%	%	£m	%	£m	%
under 1 year	20	0	16.0	4.5%	49.8	14.2%
1 year and within 2 years	20	0	0.0	0.0%	0.0	0.0%
2 years and within 5 years	30	0	10.0	2.9%	60.0	17.1%
5 years and within 10 years	40	10	27.0	7.7%	27.0	7.7%
10 years and above	90	30	297.3	84.9%	213.5	61.0%
Total			350.3	100.0%	350.3	100.0%



## **9. Review of any debt rescheduling undertaken during 2013/14**

9.1 In view of the debt profile, interest rates being paid and the potential cost of re-payment no rescheduling has been recommended during the current year.

## **10. Review of compliance with Treasury and Prudential Limits for 2013/14.**

10.1 Appendix 2 compares the expected outturn for the prudential indicators with 2012-13 and that approved by the February 2013 Council.

## **SECTION 3 - FINANCIAL IMPLICATIONS**

11. Financial matters are integral to the report.

## **SECTION 4 - PERFORMANCE ISSUES**

12. The Council meets the requirement of the CIPFA Code of Practice for Treasury Management and therefore is able to demonstrate best practice for Treasury Management. The report above demonstrates how value for money has been achieved by maximising investment income and minimising borrowing costs, while complying with the Code and Council Policy.

## **SECTION 5 - ENVIRONMENTAL IMPACT**

13. There is no environmental impact.

## **SECTION 6 - RISK MANAGEMENT IMPLICATIONS**

14. Risk included on Directorate risk register? Yes

15. Separate risk register in place? No

16. Under the current economic climate there is a risk that the Council could lose its deposits due to failure of a counterparty.

## **SECTION 7 – EQUALITIES IMPLICATIONS**

17. There is no direct equalities impact.

## **SECTION 8 – CORPORATE PRIORITIES**

18. This report deals with Treasury Management activity and the Prudential Code which underpin the delivery of the Council's priorities.

## Section 9 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of Chief Financial Officer
Date: 19 November 2013		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of Monitoring Officer
Date: 19 November 2013		

## Section 10 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of Divisional Director, Strategic Commissioning
Date: 15 November 2013		

## Section 11 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 29 November 2013		

## Section 12: Contact Details and Background Papers

**Contact:** Ian Talbot (Treasury & Pension Fund Manager)  
Tel: 020 8424 1450  
Email: ian.talbot@harrow.gov.uk

**Background Papers:** Report “Treasury Management Strategy Statement, Prudential Indicators and Minimum Revenue Provision (MRP) Policy and Strategy 2013/14” to Cabinet on 14 February 2013

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=61076&Ver=4>

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

**NOT APPLICABLE**

*[Call-in applies, except for the recommendation to Council]*

## Counterparty Policy

The counterparty policy for investments is reviewed annually and approved by both Cabinet and Council, the latest review being in February 2013. The table below identifies the banks in use against the appropriate counterparty criteria as at 30 September 2013.

Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories.

Counterparty limits are approved by the Section 151 Officer in accordance with the Council's Treasury Management Practices.

Specified investments are considered low risk and relate to funds invested for up to one year. Non-Specified investments sometimes offer the prospect of higher returns but carry a higher risk and may have a maturity beyond one year. All investments and borrowing are sterling denominated.

All credit ratings will be monitored in house with the help of Capita (Sector) who alert the Council to changes in Fitch ratings through its creditworthiness service.

If a downgrade results in the counterparty no longer meeting the Council's minimum criteria, its further use as an investment will be withdrawn immediately.

### Specified Investments

All such investments will have maturities up to a maximum of 1 year, meeting the minimum rating criteria where applicable. The instruments and criteria to be used are set out in the table below.

Instrument	Minimum Credit Criteria	Max. maturity period	Counterparties	30.09.2013 Balances £m
Debt Management Agency Deposit Facility	Government backed	12 months	N/A	0.0
Term deposits – other LAs	Local Authority issue	12 months	N/A	0.0
Term deposits – banks and building societies	AA- Long Term F1+Short-term 2 Support AA- Viability AAA Sovereign	12 months	Svenska Handelsbanken	10.1
Money Market Funds	AAA	daily	2 funds	1.6
<b>Total Specified Investments</b>				<b>11.7</b>

## Non Specified Investments

	Minimum Credit Criteria	Max. maturity	Year -end Counterparties	30.09.2013 £'m
Term deposits – banks and building societies	A Long Term F1 Short-term 1 Support A Viability UK or AAA Sovereign	3 months	Nationwide BS	5.0
UK nationalised Banks [RBS & Lloyds / HBOS]	F1 Short-term 1 Support	36 months	Lloyds/HBoS RBS	67.4 36.7
Callable Deposits	F1 Short term A Long Term 1 Support	3 months		0.0
Enhanced cash funds	AAA	daily	2 funds	20.0
<b>Total Non Specified Investments</b>				<b>129.1</b>
<b>Total Investments</b>				<b>140.8</b>

## **New Investments from 1<sup>st</sup> April 2013**

Listed below are the longer term investment transactions made in the year. Daily liquidity deals are not separately quantified.

Month	Bank	Value	period	Interest rate
Apr-13	Lloyds	£5m	12 months	1.10%
Apr-13	Lloyds	£5m	12 months	1.10%
May-13	Lloyds	£5m	12 months	1.10%
May-13	Lloyds	£5m	12 months	1.05%
Jul-13	Lloyds	£5m	12 months	1.01%
Aug-13	Lloyds	£5m	24 months	1.16%
various	Svenska		35 day notice	0.45% increasing to 0.60%
daily	Money market fd		daily	average 0.35% 0.65%
daily	RBS deposit a/c		daily	reducing to 0.50%

## Prudential Indicators

Ratio of Financing Costs to Net Revenue Stream

	2012/13	2013/14	2013/14
	Actual	Approved	Forecast Out-turn
<b>Ratio of financing costs to net revenue stream</b>			
Non - HRA	11.55%	12.51%	12.99%
HRA	47.76%	47.67%	46.05%

These ratios consider the affordability of capital expenditure by comparing net interest costs and depreciation with net revenues. A ratio that increases indicates that capital costs take a larger share of resources.

The General Fund ratio is higher than approved budget resulting from finance charges on lease liability. The HRA has a favourable variance due to a minor increase in forecast rental income.

Net Borrowing Requirement

	2012/13	2013/14	2013/14
	Actual	Approved	Forecast Out-turn
	£'000	£'000	£'000
<b>Net borrowing requirement</b>			
brought forward 1 April	294,681	274,232	273,284
carried forward 31 March	273,284	280,908	242,557
<b>In year borrowing requirement</b>	<b>-21,397</b>	<b>6,676</b>	<b>-30,727</b>

The net borrowing requirement looks at the change in debt less investment balances. The reduction of £30.7m is due mainly to income receivable in advance of spend for the Children and Families capital programme and other forecast underspends in the capital programme.

Capital Financing Requirement

	2012/13	2013/14	2013/14
	Actual	Approved	Forecast Out-turn
	£'000	£'000	£'000
<b>Capital Financing Requirement as at 31 March</b>			
Non – HRA	251,788	264,487	266,260
HRA	149,574	149,614	149,546
<b>Total</b>	<b>401,362</b>	<b>414,101</b>	<b>415,806</b>
<b>Annual change in CFR</b>			
Non – HRA	-1,281	5,286	14,472
HRA	-40	0	-28
<b>Total</b>	<b>-1,321</b>	<b>5,286</b>	<b>14,444</b>

The Capital Financing Requirement is the historic outstanding capital expenditure that has not been allocated to revenue. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure that is not funded from revenue increases the CFR. The value of finance leases is included. The value is greater than the outstanding borrowing (including finance leases) of £375 million, indicating the level of cash generated by revenue balances.

The increase in the year represents net new capital expenditure funded by borrowing less MRP.

#### Incremental Impact of capital Investment Decisions

	2012/13	2013/14	2013/14
	actual	Approved	Forecast Out-turn
	£	£	£
<b>Incremental impact of capital investment decisions</b>			
Increase in Council Tax (Band D) per annum	17.20	20.59	20.59
Increase in average housing rent per week	16.11	-2.39	-2.00

The incremental ratios identify the impact of the cost of debt and depreciation (MRP) linked to new capital borrowing on Council Tax and rents. A high or growing ratio would suggest that Council Tax or rents will have to increase to fund the capital expenditure programme. The ratio ignores the favourable impact of assets that have become fully depreciated and drop out of the MRP charge.

#### Ratio of Net to Gross Borrowing

	2012/13	2013/14	2013/14
	Actual	Approved	Forecast Out-turn
	£'000	£'000	£'000
<b>Net to Gross Debt Limit</b>			
Gross borrowing	369,216	360,357	360,357
Net borrowing	273,284	280,908	242,557
<b>Net debt percentage</b>	74%	78%	67%
Minimum ratio		75%	75%

This indicator is designed to highlight borrowing in advance of needs, when large investment cash balances are carried relative to debt. The ratio was expected to increase as cash balances were expected to reduce to fund the capital programme. However, as discussed above forecast underspends in the capital programme and the receipt of income in advance of spend is forecast to cause the ratio to fall.

## Borrowing and Investment Limits

	2012/13	2013/14	2013/14
	Actual	Approved	Forecast Out-turn
	£m	£m	£m
<b>Authorised Limit for external debt</b>			
Borrowing and finance leases	372	414	415
<b>Operational Boundary for external debt</b>			
Borrowing	350	352	352
Other long term liabilities	22	23	23
<b>Total</b>	372	375	375
<b>Upper limit for fixed interest rate exposure</b>			
Net principal re fixed rate borrowing	350	352	352
<b>Upper limit for variable rate exposure</b>			
Net principal re variable rate borrowing	0	0	0
Upper limit for principal sums invested over 364 days	25	25	25

The approved operational boundary for debt is based on actual debt at the start of the year plus the net projected capital expenditure in the year. The authorised limit is based on CFR balances and includes an allowance for delayed capital receipts. Total borrowing is within both limits during the year. Investments with greater than 12 months to maturity of £20m are within the £25m limit.

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Procurement of Banking Services
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance Terry Brewer, Divisional Director Commercial, Contracts and Procurement
<b>Portfolio Holder:</b>	Councillor Tony Ferrari, Portfolio Holder for Finance
<b>Exempt:</b>	No except for Appendix 1 which is exempt from publication under paragraph 3, 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 particular person (including the authority holding that information)
<b>Decision subject to Call-in:</b>	No
<b>Enclosures:</b>	Appendix 1 exempt (Part 2 only)

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

This report sets out the project management and procurement tender process undertaken for the provision of banking services.

### **Recommendation:**

1. That Cabinet notes this report and takes it into account appendix 1 in part 2 of the agenda in making a decision in respect of the supply of banking services for the term of five years beginning on 1 April 2014 and ending on 31 March 2019 with an option to extend for a period of up to a further two years to 31 March 2021.
2. That Royal Bank of Scotland be awarded the contract for the supply of banking services for the term of five years beginning on 1 April 2014 and ending on 31 March 2019 with an option to extend for a period of up to a further two years to 31 March 2021.

### **Reason: (For recommendation)**

The Council's current banking contract is due to expire in March 2014. In compliance with the Council's Standing Orders an open tendering procedure has been followed and, based on the results, a recommendation is made to award the contract to the most economically advantageous tender.

## **Section 2 – Report**

### **Introduction**

1. In order to conduct its financial affairs in a proper and efficient manner it is essential for the Council to procure banking services from an appropriate provider. Competitive tenders for the service must be invited at reasonable intervals and in accordance with the Council's Standing Orders and procurement regulations.

### **Options considered**

2. Since the procurement of banking services is essential to the Council's ability to carry out its functions the option to do nothing was not considered.

- The option to conduct an open tendering exercise was used because the market for the provision of the full range of banking services is already very restricted.

## Procurement process

- The Council followed an open one stage tender process targeting suppliers within the banking sector. Following the publication of an Official Journal of the European Union (OJEU) notice three financial organisations tendered for the service. They were all given access to the specification via the E-tendering system to enable them to fully understand the requirements.
- A specification was prepared by Focus on Banking, a broker contracted to the Council, and the Council's Treasury and Pension Fund Manager.
- The Council's incumbent provider of banking services is The Royal Bank of Scotland whose current contract ends on 31 March 2014.

## Tender stage

- The tender evaluation criteria were set as follows:

<b>Price – 50%</b>	
Estimated Price over the contract period will be based on the proposed tariffs applied to the indicative transaction volumes plus the Council's estimated cost of moving bank (which will depend on the implementation proposals). Responses provided to the pricing questionnaire will also be used to adjust the overall price for comparison purposes.	
<b>Quality - 50%</b> <b>(broken down further into the following sub-criteria)</b>	
Branch Network (based on responses to questions at 2.2 of the response document)	10%
Basic service requirements (based on responses to questions at 2.3 of the response document)	10%
Relationship Management & Innovation (based on responses to questions at 2.4 of the response document)	7%
Internet Banking Service (based on responses to questions at 2.5 of the response document)	8%
Implementation (based on responses to questions at 2.6 of the response document)	10%
Sustainability	5%

- The three bids were evaluated by Focus on Banking and the Council's Treasury and Pensions Manager and the results of the evaluation are shown in appendix 1 in Part 2 of the agenda.

## **Transfer of Undertakings Protection of Employment (TUPE)**

9. TUPE does not apply to this contract.

### **Next steps**

10. Subject to Cabinet approval, Legal Services will prepare the contract documentation for sealing by the Council and will issue the contract to Royal Bank of Scotland with a view to commencement on 1 April 2014.

### **Section 3 - Legal Implications**

11. Subject to Cabinet approval, the contract documentation will incorporate all the legal requirements.

### **Section 4 - Financial Implications**

12. Detailed implications are given in appendix 1 on Part 2 of the agenda.

13. Sufficient provision will be made within the revenue budget for the potential seven years' costs arising from the recommendation.

### **Section 5 - Performance Issues**

14. In addition to complying with its competitive pricing structure the successful tenderer will be expected to provide a good level of service across the full range of its activities including: branch network; resolution of transaction queries; relationship management; service level agreement; management of quality of service delivery; innovation; training; reliability.

### **Section 6 - Environmental Impact**

15. There are no significant environmental impacts arising from this proposal.

### **Section 7 – Risk Management Implications**

16. The risk associated with the banking services will be incorporated within the legal contract document.

### **Section 8 - Equalities implications**

17. Equalities issues were considered and integrated into this tender process.

## Section 9 - Corporate Priorities

18. This report deals with the Council's banking services which are key to delivering the Council's corporate priorities of a cleaner, safer and fairer Harrow.

## Section 10 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18 November 2013		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 November 2013		

## Section 11 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director, Strategic
Date: 28 October 2013		
		Commissioning

## Section 12 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 28 October 2013		

## Section 13 - Contact Details and Background Papers

Contact: Ian Talbot (Treasury and Pension Fund Manager)

Tel: 020-8424-1450

Email: [ian.talbot@harrow.gov.uk](mailto:ian.talbot@harrow.gov.uk)

Background Papers: None

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

**NOT APPLICABLE**

*[Call-in applies]*

## REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Strategic Performance Report – Quarter 2
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Portfolio Holder:</b>	Councillor Paul Osborn, Portfolio Holder for Communications, Performance and Resources
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Strategic Performance Report

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

This report summarises Council and service performance for Quarter 2 against key measures and draws attention to areas requiring action.

**Recommendations:**

That

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

## **Reasons: (For recommendation)**

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

## **Section 2 – Report**

### **Introductory paragraph**

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

### **Reporting Format**

The Strategic Performance Report helps Members assess progress against the [Corporate Plan for 2013-15](#).

The Corporate Scorecard, which forms part of this report, places an increased emphasis on outcomes for the resident and service user, i.e. what benefit or difference they will experience. Since outcomes may change relatively slowly over time, more of the measures are annual or even biennial and therefore not updated each quarter. For simplicity, these are shown only in the quarter in which they become available.

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

#### **Council wide progress in the Quarter**

Summaries of -

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

#### **Performance Summary for each Corporate Priority (as originally established in the Corporate Plan) and the Efficient and Effective Organisation perspective**

- Summary for key performance indicators on the Corporate Scorecard



- An analysis of progress against each red indicator in the “key challenges” section

**Corporate Scorecard** in full

### **Options considered**

None.

### **Legal Implications**

None specific.

### **Financial Implications**

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

### **Performance Issues**

The report deals in detail with performance issues.

### **Environmental Impact**

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

### **Risk Management Implications**

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

### **Equalities implications**

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

### **Corporate Priorities**

The report deals with the delivery of all Corporate Priorities.

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

Name:	Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	13 November 2013		
Name:	Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	29 November 2013		

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

Name	Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Strategic Commissioning
Date:	11 November 2013		

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

Name	Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date:	12 November 2013		

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

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

**Background Papers:**

[Corporate Plan 2013-15](#)

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

**NOT APPLICABLE**

*[Call-in applies]*

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## Strategic Performance Report – Quarter 2, 2013/14

### Council-wide progress

#### Financial Position

##### Revenue at Quarter 2

The Period 6 returns indicate a potential net budget overspend of £2.606m on Directorate budgets, and £1.876m overall after including corporate items. This represents a 1.0% adverse variance against the approved budget of £181.1m. This is an improvement on the net position of £321k since quarter 1. The table below sets out the summary position and changes since quarter 1.

	Revised budget	Forecast outturn	Quarter 2 variance	Variance	Quarter 1 variance
	£000	£000	£000	%	£000
Resources	30,111	29,930	(181)	(0.6%)	250
Environment and Enterprise	38,523	39,323	800	2.1%	720
Community, Health and Wellbeing	78,435	79,607	1,172	1.5%	655
Children and Families	46,055	46,870	815	1.8%	572
<b>Total Directorate Budgets</b>	<b>193,124</b>	<b>195,730</b>	<b>2,606</b>	<b>0</b>	<b>2,197</b>
Corporate Items	-11511	-12241	-730	0%	0
<b>Total Budget Requirement</b>	<b>181,613</b>	<b>183,489</b>	<b>1,876</b>	<b>1.0%</b>	<b>2,197</b>

There has been a £730k saving on capital financing cost arising out of the underspend on the 2012-13 capital programme. Resources Directorate has improved by £431k as a result of savings on pension augmentation payments to former employees, a reduction in take up of the Harrow Help scheme and additional Land Charges income. This has more than offset the increases in the other service directorates.

##### Capital at Quarter 2

The capital programme budget for 2013/14 is £80.2m, this includes budgets agreed at February 2013 Council, budget movements agreed by Cabinet up to June 2013 and the budget slippage from 2012/13. The forecast outturn is £61.2m, which indicates a (£19.0m) variance against the adjusted budget, the details are outlined below.

	£m	%
Total capital budget for the year	80.2	
Total spend forecast in the year	61.2	76
Variance against the budget	(19.0)	(24)

The main reasons for variances are explained in the financial monitoring report that appears elsewhere on the Cabinet agenda.

## Community, Health and Wellbeing

In Adult Social Care Services, quarter 2 saw the successful launch of **My Community ePurse** (MCeP), a pioneering approach to personalisation using new technology to support an outcome focussed approach to Personal Budgets. Harrow is the first local authority in the country to offer a solution that addresses concerns raised by the Audit Commission whilst improving the quality of services and the safety of the individual and there is considerable interest from other authorities.

Some seven projects, three supported by innovation funding, are running under the **Integrated Care Programme**, which promotes closer working with the NHS. This includes a successful pioneer bid as part of a North West London Partnership.

Extensive consultations have taken place with **Adult Day Service** users and their families, community groups and the voluntary sector in relation to proposed changes to the Neighbourhood Resource Centres. A review has been carried out of residential accommodation requirements for clients with **Learning Disabilities**. Performance across Adults indicators has been strong in the quarter, particularly on service **users with a cash budget** where Harrow's performance was provisionally ranked 2nd and 4th in London and nationally. This is reflected in higher satisfaction levels from clients in this group. The outcome of an imminent **Safeguarding Peer Review** will be reported next cycle.

Although numbers are growing we are still maintaining relatively low levels of **homelessness**, with prevention of homelessness in 90% of cases and containment of statutory homelessness. However, the anticipated impacts from welfare reform are impacting on the numbers of families in Bed and Breakfast. The **Grants to Move** scheme has been launched and the first moves completed, with secure tenants vacating their homes with a cash grant to enable them to relocate into the private rented sector.

Following the adoption of a new strategic housing vision and supporting policies a package of measures is being progressed to target our limited supply of social housing more effectively and increase housing opportunities, such as the **Hidden Homes** initiative for affordable housing on sites within our housing estates. Negotiations continue with British Gas on the proposed contract to improve energy efficiency of the Council's housing stock through the Energy Company Obligation (**ECO**) **grant funding**, with over £7m of investment identified so far.

Both the **libraries** and **leisure management** contracts commenced on 1 September, with library staff transferring to the new employer. Improvement works have already started at the Leisure Centre. A Libraries Action Plan has been drawn up by the contractor which includes building and service improvements and is currently under review. The Great Barn renovation project is covered under *Transformation Programme* below. The Adult Community and Family Learning (ACFL) Service has undergone an Ofsted inspection during October. Inspectors were complimentary about the service and the formal report has rated the service as 'Good' in all areas.

Results for Harrow in the nationally reported **public health outcomes** are generally good across a range of measures.

## Children and Families

The Children and Families Directorate is continuing with its work to improve the service quality and outcomes for children and families under its improvement plan, entitled the **Child's Journey**. The improvement plan takes into account self-evaluation, quality assurance activity (including external evaluation, staff and user feedback) and service improvement priorities and is supported by strengthened commissioning of local services, both internally and externally provided.

Ofsted has introduced a new and tougher inspection regime for inspections of children's social care from Autumn 2013. Inspections are unannounced and look in depth at child protection, looked after children and care leavers, plus preventative and early intervention work. In her Annual Report of 2012-13, Ofsted's National Director of Social Care noted factors that had been associated with poor inspection results, including changes in leadership, increasing demand due to changing demography, budget reductions, organisational restructuring and poor co-operation from partners.

There have been significant management changes in Targeted Services (which includes social care) since the 2012 inspection including the Divisional Director, service managers and team managers. Experienced postholders are now in place. Achieving a stable social care workforce remains a challenge – a national shortage of experienced social workers means the service relies on agency staff and also has a significant number of newly qualified social workers. This, coupled with the increase in demand for services – referrals to the service have doubled following the review of thresholds that was recommended at the last inspection – has led to significant pressure to manage caseloads. Although there has been a significant strengthening of quality assurance work, there is still some way to go to achieve consistent, high-quality casework with a clear focus on outcomes. These challenges and progress against them have been openly discussed at the Improvement Board.

Figures for **re-referrals** and numbers of **child protection plans** lasting over two years are significantly improved and show that intervention thresholds are now appropriate and interventions are having a positive impact on children and families. Timeliness of **assessments** remains a challenge following changes from August 2013 to conform with Munro report recommendations. The adjustment of thresholds produced a substantial increase in the number of assessments required, while recruitment and retention of skilled social work staff has been difficult. However, the rate of assessments, numbers of children subject to child protection plans and children looked after (CLA) are now more in line with similar authorities. Completion of CLA **health assessments** had been improving and a temporary setback has been addressed and a review of the protocol between partners initiated. Timeliness of **reviews** of CLA and **placement stability** have also improved. Data on young people who have **left Council care** also shows some improvement but this remains an area for attention.

In Early Intervention services, the **Attendance Intervention Model (AIM)** has gone live from September 2013 and helps schools and the local authority to tackle the problem of frequently absent pupils. Some 189 **summer events** across the Borough attracted about 1,750 young people, of whom 39% were known to Children and Families. A wide range of activities included opportunities for some young people to develop their portfolios of skills and experience.

The **Youth Justice Plan** was approved by Cabinet in October 2013 and sets priorities for the future. Performance data to March 2013 shows a 50% drop in first-time entrants to the youth justice system in Harrow, demonstrating the effectiveness of partnership activity. Reoffending and custody rates remain priorities for improvement. Rates of young offenders in education, employment or training are broadly in line with comparators but remain a priority.

Harrow's level of **good and outstanding schools** remains among the best in England at 92% (October 2013). The **pupil population** in Harrow is increasing and is projected to continue to do so. In September 2013, an additional 17 reception classes opened, including eight permanent expansions. A report on phase 2 of the primary and special school expansion programme was made to Cabinet in November 2013 and the Secondary School Place Planning Strategy was presented at the same time.

Work on the **Families First** project is covered under *Transformation Programme*, below.

## **Environment and Enterprise**

The **Towards Excellence** project continues to move forward and is covered under *Transformation Programme*, below. Following re-investment in the **Public Realm** service, additional street cleansing and grounds maintenance activity has been put in hand, including extended hours and more weekend cover, and has already made a noticeable difference.

The **Neighbourhood Champions** scheme has been relaunched, with a fresh recruitment drive. Additional support will be offered to volunteers and training for 250 new Champions is scheduled before Christmas. Specialist training will be offered to those who wish to focus on particular interest areas, e.g. waste, highways, parks, transport, fire, crime.

Positive indications have been received from the GLA over the Council's bid for funding for the "mini Holland" **cycling initiative**.

Progress is continuing with a number of **warmer homes and carbon reduction** projects to a value of over £500K, largely externally funded. A further project is expected to attract nearly £2.8m in grant.

In economic development, quarter 2 saw 393 **businesses supported** through two major business events in Harrow town centre and the annual Business Expo at the Civic Centre. The Council received the **Department for Communities and Local Government award** for supporting small and medium-sized businesses and making it easy for local entrepreneurs to bid for local government business. The Council also won the Federation of Business award for The **Best Small Business Friendly Council for Procurement**.

The Council has adopted the Heart of Harrow Area Action Plan and the Site Allocations and Development Management Policies Development Plan Documents, providing Harrow with a comprehensive, up to date **Local Plan** against which to determine what is, and is not, "sustainable development" in the borough. The Community Infrastructure Levy was adopted by Council in September.

A number of new **infrastructure and development** projects have also been brought forward in this quarter including work with other directorates on the £29m school funding



programme and the Hidden Homes programme. The quarter also saw planning permission granted for 819 (net) new homes, including on the RNOH and the Colart sites.

Total **crime** is down 11% in the financial year to date: in particular, residential burglary has fallen significantly and is the best performance in London. Serious violent crime has increased markedly over the same period last year and police are applying additional resources to the problem. Harrow is nonetheless high performing in London, with only four other boroughs having lower figures.

## Resources

The number of **MyHarrow** accounts has now exceeded 45,000 (37,000 at quarter 1) and the proportion of web forms and web visits as a proportion of overall contact has increased to 69%, reflecting the increasing use of self service by customers. The introduction of Artificial Intelligence to replace the Council switchboard will support this trend.

**Customer satisfaction** with the One Stop Shop remains high at 95% despite reducing the “drop-in” service. **Waiting times** have increased to 4mins37secs, but are well within a tighter target of 10 minutes. Resolution of enquiries at the first point of contact has risen to meet target at 90%. The average **cost per transaction** in Access Harrow is £0.72 against a target of £0.80.

## Transformation Programme

This section provides progress updates on phase 2 of the Council’s Transformation Programme.

**Mobile & Flexible Working** – The project aims to deliver a tried and tested, scalable flexible working solution that will meet the Council’s changing needs in the future. The Communications Plan has been developed for October to December. Housing are currently testing “thin client” technology as they move into Civic 1. Initial activities for implementing Sharepoint file storage and sharing have commenced.

**Civic Centre Consolidation** – This project aims to optimise the Council’s asset utilisation of the Civic Centre site, reduce revenue cost of current facilities and help to meet carbon reduction targets, by consolidating into Civic 1. It is integrated with the Mobile & Flexible Working project. Phase 1 of the Housing move completed with Housing Reception now in Access Harrow. Feasibility study for Civic 7 (Library) has been received. Quotes have been received for 4th Floor, North Wing refurbishment and the order has been raised for asbestos works to the 4th Floor, East Wing. Works to female toilets on 1st Floor, North wing are in progress.

**Families First** – The Early Intervention Service in Children & Families is continuing to lead on implementation of the Families First project. The service has worked with 120 high need families under this programme (which is known nationally as ‘Troubled Families’) during 2012-13. The project refresh is ongoing, though there are some challenges to recruit additional resource. The project has engaged a counselling resource aimed at families and young people; demand for this service is currently high. Our reward grant claim is for 41 families which is broadly in line with the national average (claiming for 10% of families overall). The project is still working with c. 150 families but we expect these numbers to increase significantly once the additional key workers are in place.

**Towards Excellence** – The former PRISM<sup>1</sup> project has been incorporated into “Towards Excellence”, a wider Environment & Enterprise programme. An organisational structure consultation was completed during quarter 2 and a role profile consultation concluded on 3 October. All role profiles have been evaluated, managers have been appointed and the rest of the restructure will be complete by the end of December.

**Cultural Strategy Review Delivery Phase** – This project will implement the actions from the Future of Cultural Services Review as approved at Cabinet in January 2012. Libraries and leisure contracts started 1 September with staff transferred to new employers. The Parent company of the library contractor has changed to Carillion but the contract is unaffected by this change. The first joint Partnership Board was held with new contractors, Brent and Ealing, and the contract management processes are underway.

A planning application for the Great Barn (Tithe Barn) has been submitted. A further meeting with Heritage Lottery Fund mentors raised no issues. Capital bids for Harrow Arts Centre and Bannister Stadium are in preparation.

**Parking Review** – This project comprises a review of parking charges across the Borough. A statutory consultation on the proposed parking charges was undertaken in July/August. The Portfolio Holder approved the proposal on 16 September with some minor revisions. The revised charges are now being implemented.

**Cashless Parking (RingGo)** – This project is for the introduction of a Cashless Parking System in Harrow car parks, on-street Pay and Display, Resident and Visitor Permits and the Council is actively moving to reduce the amount of cash manually handled across the organisation. The integration between IT systems is still being worked on which has led to some delay in allocating incoming payments. The estimated start date for e-permits is the end of December.

**Property Review** – This project focuses on rationalising property assets across the Borough, optimising the use of assets and delivering better value for money. A two year disposals programme was approved by Cabinet in October 2013.

**Town Centre Regeneration including Outer London Fund 2** – The project involves an integrated programme of public realm infrastructure improvements to enhance the vitality and viability of Harrow town centre and sustain its Metropolitan Centre status.

- St Ann’s Road - all specialist paving materials have now been delivered with a detailed programme to completion. Easement with St George’s Centre has now been signed and this now allows installation of street lighting in Clarendon Road. Trees arrived on site in the first week of November.
- Greenhill Way Disabled Parking - On the assumption that disabled parking bays are being relocated to Greenhill Way, several options for Havelock Place South are being considered.
- Havelock Place Service Road Improvements - The initial proposal shows planting more trees, new seating (to utilise granite benches in stock) and upgrading outdated paving to granite paving to match St Ann’s Road.

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<sup>1</sup> Public Realm Integrated Service Management

- Lowlands Recreational Ground - The project is largely continuing to programme with Harrow Engineers working closely with the project Architects, Adam & Sutherland.
- Kymberley and Clarendon Scheme - The scheme is currently on target for January start with completion programmed in March 2014.

**Local Development Framework** – This project comprises delivery of the statutory development plan (LDF) for Harrow. It includes technical studies and the Infrastructure Delivery Plan required to ensure the statutory development plan framework prepared by Harrow is found to be "sound". The purpose of the study is to identify the social and physical infrastructure and services crucial to the implementation of the spatial strategy set out in the Harrow Core Strategy. All Development Plan Documents are now completed, save for West London Waste Plan.

**Special Needs Transport 3** – This project will provide new services for customers and greater levels of independence to enable demand and cost to be managed for the current and medium-term. Consultation with users, staff, partners and trade unions is complete. The project has been altered to accommodate requirements of users and proposals provided by Unison and a new policy has been drafted for consultation with users. Cabinet in September 2013 agreed to outsource a smaller proportion than previously modelled, with a further report to be made later.

**Payment Card Industry (PCI)** – This project concerns the implementation of the Capita Payment Management System to deliver compliance against the Payment Card Industry Data Security Standards. The project has achieved its objectives, the new system is functioning and the project will be formally closed once snagging issues have been resolved.

**Project Minerva** – This project aims to determine the options available for Harrow Council for the ongoing provision of back office and support services from 2015/16 and onwards and develop a recommendation to be taken to Corporate Strategic Board and Members. This will include determining the future provision of IT (due to the expiration of the current Capita contract in October 2015) and an assessment as to whether SAP is the best system to support the organisation. The Client Engagement Plan has been approved and dates have been set up.

**IT Transformation** – This programme continues to be behind its original schedule but revised dates agreed at a meeting with Capita's Chief Executive are being achieved. New equipment is being rolled out to users. The programme is still being delivered at a fixed price.

**Transforming Financial Management** – The project is making good progress, with a number of new staff in post and the new structure implemented from September. An exercise has started on reducing the number of active cost centres and reviewing the number and roles of budget managers.

## **Corporate Equality Objectives**

In April 2012, Cabinet adopted eight Equality Objectives which set out the direction the authority wants to progress with regard to reducing inequality and improving services

against which progress can be measured through improvement boards. The summary below provides a snapshot of our progress for this quarter.

***Objective 1 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have***

Performance is on track against most measures, with particularly good performance for outcomes from reablement, meaning that a higher than target number of clients did not need ongoing social care, and the number of wheelchair accessible homes achieved.

***Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support***

Good progress is being made against most targets and we are doing well against our target of 3% of young people aged between 16-18 who are not in Education, Employment or Training (NEET)

***Objective 3 – Minimise the impact on health inequalities and deprivation in the Borough through partnership working***

The target for increasing health and wellbeing measured by the percentage of people participating in physical activity has been exceeded.

***Objective 4 - Support local businesses and residents in times of economic hardship***

There continue to be proportionately lower numbers of JSA claimants in Harrow than the average of London as a whole. We are on target for adults with learning disabilities in employment and we've provided business growth support to 393 (target of 500) business so far.

***Objective 5 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse***

The performance against this objective is good, although we can improve on the number of neighbourhood champions recruited.

***Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)***

All cabinet reports are subject to an EqlA, and EqlA Quality Assurance Group has been established to review all completed EqlAs supporting Cabinet Reports. Directorates have developed annual EqlA programmes.

***Objective 7 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together***

77% agreed and 17% disagreed that people get on well together in their local area (Involvement Tracker, November 2012). We are on target to support ten community events.

***Objective 8 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves***

Our performance (54.84%) exceeds the target (50%) for women in the top 5% of earners. The other measures need improving which we are looking into.

## Corporate Priority: Supporting and protecting people who are most in need

### Performance Measures

<b>A. Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Child Protection Plan for 2nd or subsequent time (within 2 years of last plan)	Revised 2013/14	HG	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	A	HG	HG Note 1
Care leavers not in education, employment or training at 19	New in 2013/14	Note 2	
The extent to which those with services for 12+ months (personalisation and LTT) had their care needs reviewed during the year	A	HG	LG
Percentage of children with Child Protection Plan for over two years	Revised 2013/14	HG	HG
%age of children with Child Protection Plan seen by Lead Social Worker within timescales specified within the plan	New in 2013/14	Note 3	
Stability of placements of Children Looked After	HR	HG	HG
Repeat referrals to Children's Social Care (within 12 months)	Revised 2013/14	HG	HG
Timeliness of assessments, percentage completed in 45 working days (year to date)	Note 4	A	LR

<b>B. Families and individuals most in need are helped to access affordable housing, find employment and get out of or avoid poverty</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
The percentage difference between Harrow and the rest of London in respect of JSA claimants	HR	LR	HR
Number of affordable homes delivered (gross)	HG	HG	HG
Number of affordable family homes completed	New in 2013/14	HG	LG
Total number of households to whom we have accepted a full homeless duty	HG	HG	HG

<b>C. Harrow residents are supported to live as independently as possible</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Reablement - % of clients who do not receive ongoing social care following a reablement service	HG	HG	HG
Percentage of social care users taking up cash payment option (direct payment or personal budget) (of all clients and carers with substantial services).	HR	HG	LG
Percentage of social care users who receive self-directed support (of all clients and carers with substantial services)	HG	HG	A
Council adaptations: average time taken from assessment to completion of works (weeks)	HG	HG	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	HG	HG	HG

<b>D. Preventing, managing and improving mental health, particularly of young children and teenagers</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Adult Mental Health client data is included in relevant indicators in tables A and C. We are working with partners to develop further measures in this area.			

<b>E. Maintain life expectancy in the borough, but reduce the health inequalities gap</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.	New in 2013/14	HG	Note 5
Number of smoking quitters	New in 2013/14	HR	Note 5
Number of eligible people receiving health checks	New in 2013/14	HR	Note 5
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	New in 2013/14	Note 6	

<b>F. Reduce the gap between educational attainment of the more vulnerable and disadvantaged groups of young people and the general child population</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	HG	HG	HG
Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population	HR	HG	HG
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	HG	HG	HG
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	HR	Termly, not Q1	HG
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	LR	Termly, not Q1	HG
Termly rate of overall absence in primary schools (Not reported in Q1)	HG	Termly, not Q1	HG
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	HG	Termly, not Q1	HR

<b>Legend</b>		
<b>HG</b>	High Green	Has exceeded target by 5% or more
<b>LG</b>	Low Green	Has met or exceeded target by up to 5%
<b>A</b>	Amber	Just below target but not more than 5% below
<b>LR</b>	Low Red	Between 5 and 10% below target
<b>HR</b>	High Red	More than 10% below target
Note 1	Latest figure available is for the period April 2012 to March 2013.	
Note 2	New measure. Provisional target is to be in the upper quartile for London. 2013/14 to be the baseline year.	
Note 3	New measure. CP visits indicator remains under development. System supplier, Corelogic, is working on a system change to enable this data to be extracted from Framework-i, this is now expected during Q3. In the meantime, a weekly report is produced for all children in need, children looked after and child protection cases which shows days since last visit to the child.	
Note 4	New National Indicator from Q2 2013/14, Q1 data "back filled" to correspond. Replaces old indicator of Initial Assessments completed within 35 days.	
Note 5	These measures report one quarter behind. So, Q1 data published in this Q2 report. Q2 data will be available at Q3.	
Note 6	Confirmed data from NDTMS <sup>1</sup> will be released mid November.	

## Summary of key challenges

### Timeliness of assessments, percentage completed in 45 working days (year to date)

This is a new Indicator; a single assessment replaced the Initial & Core Assessments from April. 1045 of 1243 Assessments were completed within 45 working days (year to date). Teams have been reconfigured so that the social worker who carries out the assessment continues with longer term work (if required), which is a new way of working for some staff and has corresponded with increasing referrals. An additional 24 social workers have been recruited to deal with this demand but meeting timescales and achieving the required quality of assessments remains a challenge.

### The percentage difference between Harrow and the rest of London in respect of JSA claimants

Whilst unemployment continues to fall in Harrow, it is falling faster in the rest of London. We are on track to meet our targets for Xcite – which are challenging, the fall in unemployment is welcome, but in order to improve on position with rest of London we need to continue to promote job growth. Most workless residents are low skilled, who tend not to commute far, because of high travel costs, low wages and childcare, therefore continued push on regeneration programmes to create more local jobs is needed.

### Number of smoking quitters

Upon review of the Harrow Stop Smoking Service Quarter 1 performance, if the key issues (finance and staffing) related to the service can be rectified within a reasonable timeframe, we will be able to get the service back on track. With the co-ordinator of the service being able to dedicate 100% of her time to her everyday role we will be able to increase promotion of the service and therefore awareness within the local community. More time will be given to supporting Pharmacy and GP service providers to ensure a quality and effective service is delivered.

<sup>1</sup> National Drug Treatment Monitoring System

**Number of eligible people receiving health checks**

It is planned to develop GP engagement programme, outreach service and recruit external providers to improve Health Check performances. This is a strategy that other Local Authorities have already successfully tested. We are confident that delivering these measures in Q3 and Q4 will allow us to meet the targets by March 2014.

**Termly rate of overall absence rate in secondary schools**

A more challenging target has been set, which has resulted in a high red rag status for this indicator. The new Attendance Intervention Model (AIM), which was piloted last year, is now being rolled out across all schools (including Academies). It is likely to have a positive impact on attendance overall.



## Corporate Priority: Keeping neighbourhoods clean, green and safe

### Performance Measures

A. The Council, residents & businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Improved street and environmental cleanliness, litter	<b>HR</b>	<b>HR</b>	<b>HR</b>
Improved street and environmental cleanliness, graffiti	<b>HR</b>	<b>HR</b>	<b>HR</b>

B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Number of active park user groups, will be reported annually			

C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Number of residential burglaries	<b>LG</b>	<b>HG</b>	<b>HG</b>
Rate of proven re-offending by young offenders	<b>HG</b>	<b>A</b>	<b>HR</b> Note 1
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	<b>A</b>	<b>HG</b>	<b>HG</b> Note 2
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	New in 2013/14	New in 2013/14	Note 3
Repeat incidents of domestic violence	<b>HG</b>	<b>R</b>	<b>R</b> Note 4
Percentage of food establishments compliant with food hygiene law	<b>LR</b>	<b>LR</b>	<b>LR</b>
Percentage of street lights functioning [NB reports 1 quarter in arrears]	New from Q3	<b>LG</b>	<b>LG</b> Note 5
Average time taken to repair street lights (days) [NB reports 1 quarter in arrears]	New from Q3	<b>HG</b>	<b>HG</b> Note 5

<b>D. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling</b>			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Residual household waste per household (kg) [NB reports 1 quarter in arrears]	LG	HG	HG Note 5
Percentage of household waste sent for reuse, recycling and composting [NB reports 1 quarter in arrears]	LR	LR	LG Note 5
Greenhouse gas emissions: '000s of litres of fuel used by Council vehicles			Note 6

Legend		
<b>HG</b>	High Green	Has exceeded target by 5% or more
<b>LG</b>	Low Green	Has met or exceeded target by up to 5%
<b>A</b>	Amber	Just below target but not more than 5% below
<b>LR</b>	Low Red	Between 5 and 10% below target
<b>HR</b>	High Red	More than 10% below target
Note 1	Latest figure available, from the Police, is for the offending cohort October 2010 to September 2011.	
Note 2	Latest figure available is for the period April 2012 to March 2013.	
Note 3	Confirmed data from NDTMS <sup>1</sup> will be released mid November.	
Note 4	As from 2013/14 target is a range as opposed to a single figure. Accordingly a 3 RAG status is applied.	
Note 5	Latest figure available is for Q1 2013/14	
Note 6	2013/14 to be the baseline year for the target.	

## Summary of key challenges

### Improved street and environmental cleanliness – litter and graffiti

The NI 195 scores show a deterioration in performance this quarter. Litter (NI 195a) in particular has gone up from 7% in tranche 1 to 14% in tranche 2 (the survey is conducted in 3 tranches during the year) against a target of 6%.

These scores reflect the impact of the MTF<sup>2</sup> savings. This is the first tranche of inspections that has incorporated the full effect of a six weekly cleansing cycle, the reduced coverage to shopping areas, industrial areas and recreational areas, and the results reflect the extended cleansing cycle that was being undertaken at the time of the inspection - this trend should be reversed with the recent investment into the service. In terms of graffiti, we are adversely affected by the amount of graffiti on private property which, although we are not responsible for removing it, does negatively impact on our score – the measure is defined to include any graffiti or fly-posting visible from the transect area.

### Rate of proven re-offending by young offenders

The measure represents a rolling 12 month cohort of all young people who received a disposal or were released from custody. The cohort is then tracked for 12 months. Overall the number of disposals has dropped due to reduced first time entrants; however the number of reoffenders has remained stable meaning that they now make a larger proportion of the offending population.

<sup>1</sup> National Drug Treatment Monitoring System

<sup>2</sup> Medium Term Financial Strategy

**Repeat incidents of domestic violence (NI 32)**

Seventy-five cases were discussed at MARAC<sup>3</sup> in Q2, the highest number of cases discussed in any quarter in Harrow. The number of repeat referrals, 11, was only marginally above the average for the last two years. The combination of a very high number of cases discussed, with a relative average number of repeat referrals, created a low repeat victimisation rate. A low repeat victimisation rate should usually be seen as a positive development.

**Percentage of food establishments which are compliant with food hygiene law**

Quarterly figures continue to hover around the 70% compliance mark. As mentioned in previous reports, new premises added to the database and not inspected this year are considered "non compliant". The service proposes to record two measures in future: the current figure (all premises, inspected or not), and the percentage compliant out of those inspected, which will give an indication of the actual situation experienced by inspectors and an overall view of food hygiene compliance in Harrow.

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<sup>3</sup> Multi Agency Risk Assessment Conference

## Corporate Priority: United and involved communities

### Performance Measures

A. Increase participation in art, sport, leisure and cultural activities			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Participation in cultural services (composite measure)	New in 2013/14	A	LR

B. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Percentage of 3rd party contract spend placed with local organisations	New in 2013/14	Note 1	

C. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Percentage who agree the Council takes account of residents' views when making decisions, Involvement Tracker (bi-annual)	Bi-annual	LG	Note 2
Percentage who feel that they can influence decisions affecting their local area, Involvement Tracker (bi-annual)	Bi-annual	LR	Note 2

D. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Equality of service provision (Adults)	G	G	G
The proportion of measures supporting the Corporate Equality Objectives that are achieved/on target	New in 2013/14	Note 3	
%age of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months [of commencing employment]	New in 2013/14		HR

Legend		
<b>HG</b>	High Green	Has exceeded target by 5% or more
<b>LG</b>	Low Green	Has met or exceeded target by up to 5%
<b>A</b>	Amber	Just below target but not more than 5% below
<b>LR</b>	Low Red	Between 5 and 10% below target
<b>HR</b>	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	Involvement Tracker is bi-annual and will next report in Q3	
Note 3	New measure.	

## **Summary of key challenges**

### **Participation in cultural services (composite measure)**

This is a new measure which is a composite of visitor indicators for HAC, the museum, the leisure centre and libraries. All services are seasonally affected and Q2 can be a quiet period. However the museum achieved above target visitors for the month. It is likely that overall visitor figures will be affected this year by the transition of leisure operators and the new library contract and the reduction of service delivery from the Museum from Q4.

### **Percentage of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months of commencing employment.**

In April 2013 there were 41 new permanent starters within Directorates. Within the first 6 months of starting their employment, only one completed the e-learning module. As a consequence, we will be working with Directorates to ensure that managers are aware that this mandatory e-learning must be completed by all new starters.

## Corporate Priority: Supporting our town centre, our local shopping centres and businesses

### Performance Measures

A. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Vacancy rates in Town Centre	LG	LR	LR
Percentage of 3rd party contract spend placed with local organisations	New in 2013/14	Note 1	
Care leavers not in education, employment or training at 19	New in 2013/14	Note 2	

B. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Number of affordable homes delivered (gross)	HG	HG	HG
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	HG	LG	HG

C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities			
Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
16 to 18 year olds who are not in education, employment or training (NEET)	HG	HG	HG

Legend		
<b>HG</b>	High Green	Has exceeded target by 5% or more
<b>LG</b>	Low Green	Has met or exceeded target by up to 5%
<b>A</b>	Amber	Just below target but not more than 5% below
<b>LR</b>	Low Red	Between 5 and 10% below target
<b>HR</b>	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	New measure. Provisional target is to be in the upper quartile for London. 2013/14 to be the baseline year.	

### Summary of key challenges

#### Vacancy rates in Town Centre

8.8% against a target of 8.3%. Frankie and Benny's will be opening soon, reducing the vacancy rate by 0.76%.

## Efficient and Effective Organisation

### Performance Measures

Performance measures	2012/13	2013/14	
	Q2	Q1	Q2
Customer enquiries that should not have been necessary (percentage)	HR	LR	HR
The proportion of enquiries that were resolved at the first point of contact	A	A	LG
Average cost per transaction (£) (Access Harrow)	HG	HG	HG
Tenant satisfaction with the housing repair and maintenance service (%)		Note 1	A
Total debt collected, at year to date, as a % of total debt raised	HR	HR	LG
Average debtor days, per quarter	HG	HG	HG
Percentage of Council Tax collected	LG	LG	A
Variation in business rate yield	New in 2013/14	LG	HR
Percentage of non-domestic rates collected	A	A	A
Time taken to process housing benefit and council tax benefit new claims and change events (days)	HG	A	HG
Proportion of web forms and web visits as a percentage of overall contact	LG	A	A
Staff sickness - average days per FTE excluding schools	Note 2	HR	HR
Workforce with IPAD in last 12 months	LR	HR	LR
Accident Incident Rate AIR (no. of accidents x 100,000)/average number employed during the period	New in 2013/14	HR	HG
Reportable Injury Frequency Rate IFR (no. of RIDDOR incidents x 100,000)/no. of hours worked	New in 2013/14	LR	HG

Legend		
<b>HG</b>	High Green	Has exceeded target by 5% or more
<b>LG</b>	Low Green	Has met or exceeded target by up to 5%
<b>A</b>	Amber	Just below target but not more than 5% below
<b>LR</b>	Low Red	Between 5 and 10% below target
<b>HR</b>	High Red	More than 10% below target
Note 1	No survey carried out in Q1 2013/14.	
Note 2	No target for this measure until Q1 2013/14	

## **Summary of key challenges**

### **Customer enquiries that should not have been necessary (percentage)**

The level of avoidable contact has risen sharply within Council Tax and Housing Repairs with customers chasing updates. Work is ongoing with the service areas to improve.

### **Variation in business rate yield**

Harrow's 30% proportion of the business rates take was calculated as £14.725m for 2013/14. As at 30/9/2013 it is £14.87m, an increase of £150k or just under 2.5% beneficial increase. However this does not account for rateable value reductions which have been offset against growth which will result in higher growth once contingency estimates recalculated at the end of the year.

### **Staff sickness - average days per FTE excluding schools**

Overall performance (including schools) is unchanged since Q1. However the performance excluding Schools has further declined. A plan for improving this was agreed at CSB in October.

### **Workforce with IPAD in last 12 months**

Performance has risen significantly since Q1. HRD Business Partners are continuing to work with Directorates to improve performance.



## Supporting and protecting people who are most in need

### Full Scorecard: Quarter 2 2013/14

#### A. Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse

##### Performance measures

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Child Protection Plan for 2nd or subsequent time (within 2 years of last plan)	Lower	Revised 2013/14			6%	4.2%	HG	6%	2.0%	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	Lower	125	127	A	114	106	HG	106	62	HG
Care leavers <b>not</b> in education, employment or training at 19	Lower	New in 2013/14				34.6%			31.8%	
The extent to which those with services for 12+ months (personalisation and LTT) had their care needs reviewed during the year	Higher	95%	94.9%	A	85%	94.10%	HG	85%	88.80%	LG
Percentage of children with Child Protection Plan for over two years	Lower	Revised 2013/14			6%	4%	HG	6%	4.5%	HG
%age of children with Child Protection Plan seen by Lead Social Worker within timescales specified within the plan	Higher	New in 2013/14			100%			100%		
Stability of placements of Children Looked After	Lower	4%	6.90%	HR	2%	0.50%	HG	11%	3.00%	HG
Repeat referrals to Children's Social Care (within 12 months)	Lower	Revised 2013/14			15%	14.1%	HG	15%	11.5%	HG
Timeliness of assessments, percentage completed in 45 working days (year to date)	Higher	New National Indicator from Q2 2013/14			90%	87.7%	A	90%	84.0%	LR

#### B. Families and individuals most in need are helped to access affordable housing, find employment and get out of or avoid poverty

##### Performance measures

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The percentage difference between Harrow and the rest of London in respect of JSA claimants	Higher	1.6%	1.4%	HR	1.6%	1.5%	LR	1.6%	1.3%	HR
Number of affordable homes delivered (gross)	Higher	130	183	HG	60	63	HG	68	74	HG
Number of affordable family homes completed	Higher	New in 2013/14			6	8	HG	8	8	LG
Total number of households to whom we have accepted a full homeless duty	Lower	65	55	HG	45	33	HG	85	73	HG

**Supporting and protecting people who are most in need**  
**Full Scorecard: Quarter 2 2013/14**

**C. Harrow residents are supported to live as independently as possible**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Reablement - % of clients who do not receive ongoing social care following a reablement service	Higher	72%	81.2%	HG	70%	89.7%	HG	70%	89.0%	HG
Percentage of social care users taking up cash payment option (direct payment or personal budget) (of all clients and carers with substantial services).	Higher	26%	21.5%	HR	32%	37.2%	HG	38.0%	38.1%	LG
Percentage of social care users who receive self-directed support (of all clients and carers with substantial services)	Higher	57%	61.4%	HG	70%	84.7%	HG	82.0%	79.6%	A
Council adaptations: average time taken from assessment to completion of works (weeks)	Lower	35	22	HG	33	20	HG	33	20	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	Lower	35	15	HG	30	11	HG	30	8	HG

**D. Preventing, managing and improving mental health, particularly of young children and teenagers**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status

Adult Mental Health client data is included in relevant indicators in tables A and C. We are working with partners to develop further measures in this area.

**E. Maintain life expectancy in the borough, but reduce the health inequalities gap**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.	Higher	New in 2013/14			69%	72.9%	HG	69%		
Number of smoking quitters	Higher	New in 2013/14			300	172	HR	180		
Number of eligible people receiving health checks	Higher	New in 2013/14			1,650	810	HR	1,650		
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	Higher	New in 2013/14			23.6%			24.1%		

**Supporting and protecting people who are most in need**  
**Full Scorecard: Quarter 2 2013/14**

**F. Reduce the gap between educational attainment of the more vulnerable and disadvantaged groups of young people and the general child population**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	Lower	0%	0%	HG	0%	0%	HG	0%	0%	HG
Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population	Lower	1.00%	2.90%	HR	12%	10.0%	HG	12%	2.0%	HG
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	Lower	12.0%	6.6%	HG	10%	9.5%	HG	10%	6.1%	HG
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	Lower	0.03%	0.05%	HR	Termly, not Q1			0.04%	0.03%	HG
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	Lower	0.78%	0.83%	LR	Termly, not Q1			0.85%	0.73%	HG
Termly rate of overall absence in primary schools (Not reported in Q1)	Lower	5.6%	4.42%	HG	Termly, not Q1			4.50%	4.11%	HG
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	Lower	6.7%	5.40%	HG	Termly, not Q1			5.00%	6.10%	HR

## Keeping neighbourhoods clean, green and safe

### Full Scorecard: Quarter 2 2013/14

#### A. The Council, residents & businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism

##### Performance measures

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Improved street and environmental cleanliness, litter	Lower	6%	7%	HR	6%	7%	HR	6%	14%	HR
Improved street and environmental cleanliness, graffiti	Lower	3%	7%	HR	3%	6%	HR	3%	8%	HR

#### B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment

##### Performance measures

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of active park user groups will be reported annually										

#### C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe

##### Performance measures

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of residential burglaries	Lower	375	374	LG	425	339	HG	344	278	HG
Rate of proven re-offending by young offenders	Lower	33.4%	30.9%	HG	33.0%	33.5%	A	33.5%	44.0%	HR
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	125	127	A	114	106	HG	106	62	HG
The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months	Higher	New in 2013/14			23.6%			24.1%		
Repeat incidents of domestic violence		25%	13%	HG	28%-40%	15%	R	28%-40%	15%	R
Percentage of food establishments compliant with food hygiene law	Higher	76%	71%	LR	76%	71%	LR	76%	70%	LR
Percentage of street lights functioning [NB reports 1 quarter in arrears]	Higher	New from Q3	New from Q3	New from Q3	99%	99.4%	LG	99%	99.6%	LG
Average time taken to repair street lights (days) [NB reports 1 quarter in arrears]	Lower	New from Q3	New from Q3	New from Q3	3	1.45	HG	3	1.90	HG

**Keeping neighbourhoods clean, green and safe**  
**Full Scorecard: Quarter 2 2013/14**

**D. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residual household waste per household (kg) [NB reports 1 quarter in arrears]	Lower	135	129	LG	135	126	HG	135	124	HG
Percentage of household waste sent for reuse, recycling and composting [NB reports 1 quarter in arrears]	Higher	50%	47%	LR	50%	45%	LR	50%	52%	LG
Greenhouse gas emissions: '000s of litres of fuel used by Council vehicles	Lower		190			172				

**United and involved communities**  
**Full Scorecard: Quarter 2 2013/14**

**A. Increase participation in art, sport, leisure and cultural activities**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Participation in cultural services (composite measure)	Higher	New in 2013/14			666,500	634,527	A	646,255	601,827	LR

**B. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of 3rd party contract spend placed with local organisations	Higher	New in 2013/14				16%			10.6%	

**C. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
<a href="#">Percentage who agree the Council takes account of residents' views when making decisions, Involvement Tracker (bi-annual)</a>	Higher	Bi-annual	Bi-annual	Bi-annual	30%	31%	LG	Bi-annual	Bi-annual	Bi-annual
<a href="#">Percentage who feel that they can influence decisions affecting their local area, Involvement Tracker (bi-annual)</a>	Higher	Bi-annual	Bi-annual	Bi-annual	31%	28%	LR	Bi-annual	Bi-annual	Bi-annual

**D. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Equality of service provision (Adults)	-	0.9 - 1.1	1.01	G	0.9 - 1.1	1.00	G	0.9 - 1.1	0.99	G
The proportion of measures supporting the Corporate Equality Objectives that are achieved/on target	Higher	New in 2013/14			85%			85%		
%age of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months [of commencing employment]	Higher	New in 2013/14			100%			100%	3%	HR

**Supporting our town centre, our local shopping centres and businesses**  
**Full Scorecard: Quarter 2 2013/14**

**A. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Vacancy rates in Town Centre	Lower	8.3%	8.1%	LG	8.3%	8.9%	LR	8.30%	8.8%	LR
Percentage of 3rd party contract spend placed with local organisations	Higher	New in 2013/14				16%			10.6%	
Care leavers <b>not</b> in education, employment or training at 19	Lower	New in 2013/14				34.6%			31.8%	

**B. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of affordable homes delivered (gross)	Higher	130	183	HG	60	63	HG	68	74	HG
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	Higher	100	113	HG	5	5	LG	20	23	HG

**C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.6%	3.4%	HG	3.5%	1.9%	HG	3.5%	1.9%	HG

**Efficient and Effective Organisation**  
**Full Scorecard: Quarter 2 2013/14**

**Performance measures**

	Good =	Q2 2012/13			Q1 2013/14			Q2 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Customer enquiries that should not have been necessary (percentage)	Lower	18%	21%	HR	17%	18%	LR	17%	20%	HR
The proportion of enquiries that were resolved at the first point of contact	Higher	90%	89%	A	90%	87%	A	90%	90%	LG
Average cost per transaction (£) (Access Harrow)	Lower	£1.00	£0.94	HG	£0.80	£0.68	HG	£0.80	£0.72	HG
Tenant satisfaction with the housing repair and maintenance service (%)	Higher	95%			90%			90%	88%	A
Total debt collected, at year to date, as a % of total debt raised	Higher	75%	56%	HR	70%	60%	HR	70%	71%	LG
Average debtor days, per quarter	Lower	60	35	HG	60	38	HG	60	26	HG
Percentage of Council Tax collected	Higher	57.5%	57.56%	LG	30%	30.12%	LG	57%	56.56%	A
Variation in business rate yield	Higher	New in 2013/14			2.5%	2.5%	LG	2.5%	1.01%	HR
Percentage of non-domestic rates collected	Higher	61%	59.81%	A	35%	34.29%	A	61%	58.29%	A
Time taken to process housing benefit and council tax benefit new claims and change events (days)	Lower	9.00	6.54	HG	11	11.08	A	11	10.08	HG
Proportion of web forms and web visits as a percentage of overall contact	Higher	60%	62%	LG	70%	68.8%	A	70%	69%	A
Workforce with IPAD in last 12 months	Higher	95%	90%	LR	95%	68%	HR	95%	86%	LR
Accident Incident Rate AIR (no. of accidents x 100,000)/average number employed during the period	Lower	New in 2013/14			1,472	1,635	HR	1,355	16.00%	HG
Reportable Injury Frequency Rate IFR (no. of RIDDOR incidents x 100,000)/no. of hours worked	Lower	New in 2013/14			1.2	1.3	LR	0.5	0.00%	HG



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