

Cabinet AGENDA

DATE: Thursday 13 March 2014

TIME: 6.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP

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

Portfolio Holders:

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

Non Executive Cabinet Members (non voting):

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

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

Contact: Daksha Ghelani, Senior Democratic Services Officer
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PUBLIC NOTICE (Pages 1 - 2)

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 3 - 52)

That the minutes of the Cabinet meeting held on 13 February 2014 be taken as read and signed as a correct record.

4. PETITIONS

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

5. PUBLIC QUESTIONS *

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

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

[The deadline for receipt of public questions is 3.00 pm, Monday 10 March 2014. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

6. COUNCILLOR QUESTIONS *

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

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

[The deadline for receipt of Councillor questions is 3.00 pm, Monday 10 March 2014].

7. KEY DECISION SCHEDULE - MARCH TO MAY 2014 (Pages 53 - 62)

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

(a) Progress on Scrutiny Projects: (Pages 63 - 64)

For consideration.

(b) NHS Health Checks Scrutiny Review: (Pages 65 - 146)

Reference from Health and Social Care Scrutiny Sub-Committee.

9. MOTION REFERRED TO EXECUTIVE - YES TO HOMES (Pages 147 - 148)

CHILDREN AND FAMILIES

KEY 10. SCHOOL EXPANSION PROGRAMME (Pages 149 - 172)

Report of the Corporate Director of Children and Families.

CHILDREN AND FAMILIES / ENVIRONMENT AND ENTERPRISE

KEY 11. WHITEFRIARS COMMUNITY SCHOOL (Pages 173 - 204)

Joint report of the Corporate Directors of Children and Families and Environment and Enterprise.

COMMUNITY, HEALTH AND WELL-BEING

KEY 12. SMALL GRANT AND OUTCOME BASED GRANT RECOMMENDATIONS 2014-15 (Pages 205 - 250)

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

KEY 13. COMMUNITY LEARNING STRATEGY (Pages 251 - 276)

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

KEY 14. HARROW MUTUAL SUPPORT NETWORK (HMSN) (Pages 277 - 284)

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

ENVIRONMENT AND ENTERPRISE

15. FURTHER ALTERATIONS TO THE LONDON PLAN (Pages 285 - 300)

Report of the Corporate Director of Environment and Enterprise.

16. PROPOSED CONSULTATION FOR A NEW PINNER CONSERVATION AREA (Pages 301 - 316)

Report of the Corporate Director of Environment and Enterprise.

RESOURCES

17. STRATEGIC PERFORMANCE REPORT - QUARTER 3 (Pages 317 - 352)

Report of the Corporate Director of Resources.

18. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

19. EXCLUSION OF THE PRESS AND PUBLIC

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
20	Harrow Mutual Support Network Contract Award - 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

20. HARROW MUTUAL SUPPORT NETWORK (HMSN) (Pages 353 - 354)

Appendix to the report of the Corporate Director of Resources at item 14.

*** DATA PROTECTION ACT NOTICE**

The Council will audio record items 5 and 6 (Public and Councillor Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Monday 10 March 2014
Publication of decisions	Friday 14 March 2014
Deadline for Call in	5.00 pm on Friday 21 March 2014
Decisions implemented if not Called in	15 March 2014

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PUBLIC NOTICE

CABINET – 13 MARCH 2014 NOTICE OF PRIVATE MEETING

Pursuant to paragraph 5(4)&(5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given that the Cabinet will need to meet in private, as previously advised via the February 2014 Key Decision Schedule pursuant to paragraphs 5 (2) & 9 (2) of the same Regulations.

At this meeting, the Cabinet will consider the following report which will include an appendix containing information which is considered to be exempt under the following paragraph of Part I of Schedule 12A to the Local Government Act 1972:

Harrow Mutual Support Network

Paragraph 3 - Appendix 1 to the report is exempt in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

It is in the public interest that the appendix is taken in private because it contains sensitive commercial information which could prejudice the Council's and the tenderers' positions if the appendices were to be made publicly available. No representations have been received following the issue of the KDS Notice dated 12 February 2014.

[For information, the Key Decisions advised via the 12 February 2014 Key Decision Schedule are to be considered and are set out on the agenda.]

Director of Legal and Governance Services
Date: 5 March 2014

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CABINET MINUTES

13 FEBRUARY 2014

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)**

James Bond	Minute 776
Krishna James	Minute 776
Jerry Miles	Minute 788
Asad Omar	Minute 776

* Denotes Member present

[Note 1: The items were taken in the order set out on the agenda. However, as was customary, the minutes are set out in the following order: Formal Business; Recommendations, if any, to Council on substantive business; Decisions on the remaining substantive business.

Note 2: During the course of the meeting, the Leader of the Council thanked senior officers, who were seated in the public gallery, some of whom were authors of the reports being considered by Cabinet that evening, for their attendance and their excellent work.]

771. Apologies for Absence

None received.

772. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 9 – Revised Proposed West London Waste Plan: Pre-Submission Consultation Document

During consideration of this item, Councillor Susan Hall declared a non pecuniary interest in that her business in Wealdstone was situated within the Plan's border. She would remain in the room whilst the matter was considered and voted upon.

Agenda Item 12 – Final Revenue Account Budget 2014/15 and Medium Term Financial Strategy (MTFS) 2014/15 to 2016/17

Councillor Barry Macleod-Cullinane declared a non-pecuniary in that he was employed by London Councils Ltd. He would remain in the room whilst the matter was considered and voted upon.

Councillor Paul Osborn declared a non-pecuniary interest in that he was Vice-Chair of the Lee Valley Regional Park Authority, which was a levying body. He would remain in the room whilst the matter was considered and voted upon.

Councillor Susan Hall declared a non pecuniary interest in that she owned a business in Wealdstone. She would remain in the room whilst the matter was considered and voted upon.

Agenda item 16 – External Fees and Charges

During consideration of this item and upon a general question from a non-Executive non-Voting Cabinet Member on charges relating to the provision of beauty therapies, Councillor Susan Hall declared an interest in that her business also provided such treatments. She would remain in the room whilst the matter was considered and voted upon but indicated that she would leave the room if the discussion became specific to businesses.

Agenda Item 17 – Customer Services – Scrutiny Review Group Report and Recommendations

Councillor Paul Osborn declared a non-pecuniary interest in that the response report related to the review 'Putting the Customer First, Customer Care at Harrow Council' which he had chaired until September 2013. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 21 – Proposed New Museum Building Adjacent to West House, Pinner

Councillor Janet Mote declared a pecuniary interest in that her husband, Councillor Chris Mote, rented office space at West House. She would leave the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had been treated at the West House practice belonging to Councillor Chris Mote. He would remain in the room whilst the matter was considered and voted upon.

773. Minutes

RESOLVED: That the minutes of the meeting held on 15 January 2014 be taken as read and signed as a correct record.

774. Petitions

RESOLVED: To note that no petitions had been received.

775. Public Questions

To note that two public questions had been received and responded to, and the recording of the questions and answers given had been placed on the website.

776. Councillor Questions

To note that four Councillor questions had been received and responded to, and the recording of the questions and answers given had been placed on the website.

777. Key Decision Schedule February - April 2014

RESOLVED: To note the contents of the Key Decision Schedule for the period February to April 2014.

778. Progress on Scrutiny Projects

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

RECOMMENDED ITEMS

779. Key Decision: Revised Proposed West London Waste Plan: Pre-Submission Consultation Document

The Portfolio Holder for Planning, Development and Regeneration introduced the report, which explained the reasons why further redrafting of the West London Waste Plan (WLWP), approved in June 2012, had been necessary and sought approval to proceed with consultation on the revised Plan.

The Portfolio Holder added that the WLWP set out areas of potential development and made reference to the only such site in Harrow which was the Forward Drive Depot site in respect of which consultation was ongoing. He responded to questions from a non-voting non-Executive Cabinet Member in relation to the redrafting of the WLWP, including the accessibility of the Victoria Road Transfer Station site situated on the border of Harrow and Hillingdon, as follows:

- the loss of the Victoria Road site had been the result of the need to safeguard sites for the High Speed 2 (HS2) rail route through West London;
- the need to procure new consultants who had recommended less and reduced overall capacity.

The Portfolio Holder stated that despite various changes, the Plan remained robust. Upon further questioning from the same non-voting non-Executive Cabinet Member about the impact on residents due to the loss of the Victoria Road site and the charges being imposed at the Forward Road site, the Leader of the Council replied that discussions with Hillingdon Council would ensue. However, the Victoria Road site was expected to retain its civic amenity status which would help ensure that there was no adverse impact on residents and other users of the site. Any changes would be reported back. With regard to the levy of charges at the Forward Road site, the Leader stated that this had been necessitated as a result of the abuse of policy and aggressive behaviour by some users of this important civic amenity site.

Resolved to RECOMMEND: (to Council)

That the draft West London Waste Plan, attached at Appendix 1 to the report, be approved for publication for a minimum six-week public consultation period in March 2014 and, subject to representations, be submitted to the Secretary of State for Examination in Public.

RESOLVED: That

- (1) the changes made to the draft West London Waste Plan, following the original approval to proceed with consultation in June 2012, as detailed in the report, be noted;
- (2) it be noted that final approval to undertake consultations on the draft West London Waste Plan was being sought by five other west London Councils, namely Brent, Ealing, Hillingdon, Hounslow and Richmond upon Thames, as members of the West London Waste Authority partnership;
- (3) the Corporate Director for Environment and Enterprise, in consultation with the Portfolio Holder for Planning, Development and Regeneration, be authorised to make minor modification to the Draft Plan as was necessary for factual correctness and in response to representations received;
- (4) the revised Local Development Scheme, attached at Appendix 2 to the report, be approved for publication on the Council's website.

Reason for Recommendation/Decision: To enable compliance with the procedural requirements for Local Plan making and to ensure the Council made meaningful progress on the West London Waste Plan (WLWP) in order to meet targets set out in the London Plan 2011, Planning Policy Statement 10, and the National Planning Policy Framework.

The WLWP would, in due course, provide an up-to-date policy framework to assess planning applications for waste management facilities across the six West London boroughs: Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames. Planning applications for waste management facilities would also be assessed by each borough against their individual Local Plans, including local development management policies and any other material considerations.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

780. Key Decision: Housing Revenue Account Budget 2014/15 and Medium Term Financial Strategy 2015/16 to 2017/18

The Portfolio Holder for Adults and Housing introduced the report, which set out the Housing Revenue Account (HRA) Budget for 2014/15 and Medium Term Financial Strategy (MTFS) for 2015/16 to 2017/18.

The Portfolio Holder referred to the proposed national rent-setting policy and its impact on the Council, the plans to develop estates and the garage strategy; the latter of which would be brought into fruition with the submission of planning applications in the next few months. He referred to the proposed increase in rents, which had been based on the revaluation carried out by a former administration and incorporated into the 2013/14 budget, and the rental strategy previously agreed by Cabinet. Overall, the HRA Budget and the MTFS continued to reflect a healthy position, as a result of the government's HRA reforms.

In response to questions from non-voting non-Executive Cabinet Members, the Portfolio Holder and an officer responded, as follows:

- in relation to dwelling rents, a prudent assumption had been taken on the inflation measure;
- new builds were subject to depreciation as they were brought into use. A straight line depreciation accounting method was being applied to the existing stock based on the lifecycle replacement of key building components. The condition of the stock was being factored in to the feasibility studies being undertaken;
- in terms of the Mayor of London's draft Housing Strategy, the administration was keen to look at local housing needs as a key driver and 'a local option for Harrow' would be explored. With Harrow having been designated as an Opportunity Area, with some 2,800 new homes and 3,000 new jobs planned. Additionally, with the ongoing work on

estate regeneration and the garage strategy, it was expected that at least a further 700 new homes would be built in Harrow. The Portfolio Holder also praised his predecessor's efforts in "removing the logjam" and moving the Council's garage strategy forward.

The Portfolio Holder commended the report to Cabinet.

Resolved to RECOMMEND: (to Council)

That

- (1) the Housing Revenue Account Budget (HRA) for 2014/15 be approved;
- (2) the Housing Revenue Account (HRA) Capital Programme, as detailed in Appendix 7 to the report, be approved.

RESOLVED: That

- (1) the Medium Term Financial Strategy (MTFS) for the HRA, as detailed in Appendix 1 to the report, be approved;
- (2) 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 be approved;
- (3) a service charge increase of 3.7% (an average of £0.10) resulting in an average weekly service charge of £2.85 be approved;
- (4) in accordance with the policy recommended by Tenants', Leaseholders' and Residents' Consultative Forum in January 2012, that garage and car parking rents be frozen pending finalisation of the Garage Strategy, as set out at Appendix 3 to the report, be approved;
- (5) an increase in energy [heating] charges of 10% from 1 April 2014, as detailed in Appendix 4 to the report, be approved;
- (6) an increase in annual water charges of 4%, as detailed in Appendix 5 to the report, be approved;
- (7) increases in Community Centre charges, as set out in Appendix 6 to the report, be approved;
- (8) the four year Capital Programme, set out in Appendix 7 to the report, be approved;
- (9) the government's proposals to change national rent policy from 2015/16 onwards be noted.

Reason for Recommendation/Decision: To publish the final HRA budget and set Council rents and other charges for 2014/15.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

781. Key Decision: Corporate Plan 2014/15

The Portfolio Holder for Communications, Performance and Resources was proud to present the Council's Corporate Plan for 2014/15, the first of an integrated series of papers that set out the Council's strategic direction, vision and priorities and how these would be funded. He outlined the Council's Vision 'a place to live and work and be proud of' and the three Priorities, 'Cleaner, Safer and Fairer', which would help deliver the Vision by targeting resources, as follows:

Cleaner: A borough where streets were cleaned regularly and parks and green spaces were places to enjoy;

Safer: A borough where residents felt safe to live and enjoy their lives. The administration would work with the police and other partners to make Harrow even safer;

Fairer: A borough where hard working residents could bring up their families knowing they would have fair access to opportunity.

The Portfolio Holder provided examples of measures that had already been put in place to ensure a Cleaner, Safer and Fairer Harrow, such as additional street sweeping in town centres, targeting of 'beds in sheds', an injection of extra investment in Children's Services in the context of the safeguarding role, avenues to reduce Council Tax, an increase in the personalisation of services, which had helped to empower users, and additional money to combat fraud.

The Portfolio Holder added that the administration had embarked on a journey that would deliver effective and efficient services, deal with issues left behind by a previous administration, such as the Council's IT Contract. Moreover, the performance management infrastructure required focus so that it was forward looking and a useful tool instead a 'box ticking' exercise. In response to questions about the provision of affordable housing, the Portfolio Holder stressed that the Corporate Plan was a high level document which contained key strategic directions and highlighted expected benefits to enable the Council to achieve its mission objective(s). He explained that the detail of a Cleaner, Safer and Fairer agenda would be provided in the Service Plans.

The Portfolio Holder for Adults and Housing stated that in terms of the provision of affordable housing and the 35% target given by the Mayor of London, the administration would be looking to achieve the target, identify which groups were affected, and ensure that residents had every opportunity to acquire ownership of a home.

A non-voting non-Executive Cabinet Member was of the view that the administration had failed to address the IT issues in 2008, but this claim was refuted by the Portfolio Holder who stated that the administration had left the IT system in a stable position. It was the current IT contract entered into by the previous administration(s) that was causing problems, as it was running two years behind schedule and continued to be beset with everyday problems thereby stopping the Council to move forward. He also stressed the importance of not signing up to long term contracts, particularly in the run up to a local election.

A non-voting non-Executive Cabinet Member acknowledged the importance of the Corporate Plan but stated there was lack of substance, particularly for those residents in need of support. He cited the removal of the Hardship Fund as an example. He was of the view that the Corporate Plan supported personal projects and created more managers. The Portfolio Holder refuted this view by stating that the number of managers had been reduced and that the administration's Cleaner, Safer and Fairer agenda would protect front line services for the residents of Harrow.

Another non-voting non-Executive Cabinet Member stated that saying nothing had happened in the past three years was an understatement when the report included achievements. He referred to the sweeping statements, such as 'would improve' without any explanation of how the improvements would be achieved. He noted that the Corporate Plan lacked reference to the voluntary sector.

In response, the Portfolio Holder stated that he did not wish to diminish the achievements of the Member's administration in terms of privatisation of the libraries which the residents of Harrow had overwhelmingly rejected. He also mentioned the IT Contract as another example.

The Leader of the Council stated that she was proud to commend the adoption of the Corporate Plan 2014/15, with its Vision based on a Cleaner, Safer and Fairer Harrow which would make Harrow a proud place to live and work.

Resolved to RECOMMEND: (to Council)

That the Corporate Plan be adopted.

RESOLVED: That the Leader of the Council be authorised to make any minor amendments to the Plan as necessary prior to the matter going to Council.

Reason for Recommendation/Decision: To update the Council's Policy Framework and set out the Council's direction of travel for the year ahead.

Alternative Options Considered and Rejected: None.

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

782. Key Decision: Final Revenue Budget 2014/15 and Medium Term Financial Strategy (MTFS) 2014/15 to 2016/17

The Portfolio Holder for Finance introduced the report, which set out the final Revenue Budget for 2014/15 and the Medium Term Financial Strategy (MTFS) for 2014/15 to 2016/17. He identified the report as the delivery mechanism for the Council's Corporate Plan 2014/15.

The report showed that the Budget for 2014/15 was balanced and the MTFS identified budget gaps for future years. A substantive change to the draft budget presented to Cabinet in December 2013 was the financing of the 20 minutes free parking.

The Leader of the Council referred to the invitation extended to the largest opposition Group to present its 'alternative' budget initially to Cabinet for scrutiny but noted that this offer had been declined. The residents of Harrow would not be given an opportunity to scrutinise the 'alternative' budget.

The Leader of the largest opposition Group replied that it was important for his Group to present a robust 'alternative' budget in due course. As the main opposition, it was essential that his Group had had an opportunity to scrutinise the administration's proposed budget. He was critical of the proposal to spend £400,000 on bins over four years and he considered that the money would be better spent on those affected by domestic violence. He also asked about the duration of the proposed 20 minutes free parking which he said had been announced with haste. He was of the view that the administration's proposed budget would increase the deficit for future years with rate payers having to pay in later years.

The Leader of the Council, the Deputy Leader and the Portfolio Holder for Finance responded as follows:

- it was important to differentiate between capital and revenue budgets as these budgets could not be switched around. The provision of bins by the administration would be met the capital budget and the proposal put forward by the largest Opposition Group, on domestic violence had revenue implications. It was suggested that the largest opposition Group did not understand this important difference;
- a U-turn on the Cleaner, Safer and Fairer agenda was implausible and the administration's achievements in a short period of time since it came to power ought be applauded;
- the 20 minute free parking proposal had been included in the 2014/15 budget. The next administration would need to make a decision in this regard on the basis of the overall savings that it would need to achieve;

- the largest opposition Group had not taken opportunities to provide effective scrutiny of the administration's budget and had failed to present its own 'alternative' budget for scrutiny.

During a further discussion on the proposed budget, the same non-voting non-Executive Cabinet Members stated that the budget, which included potential overspends, was electioneering as every policy area had had its finances increased. They considered this to be reckless, as it would put pressures on future administrations. They were critical of the proposed reduction in the welfare contingency budget and the message this sent to residents. They referred to the £60m savings achieved during their administration, and were of the view that the Council needed to take a lead role in the West London Alliance and look at shared services in order to protect staff and their futures.

In response, the Leader of the Council stated that it was important to recognise that the largest opposition Group had already made extra commitments, for example an additional Under One Sky event, which were not about helping the vulnerable. The Portfolio Holder for Communications, Performance and Resources stated that the administration was looking at alternatives such as the shared services and would only reflect such items in the budget provided they were deliverable. It was irresponsible for the largest Opposition Group to have earmarked savings, such as those in the Democratic Services budget and thereafter not meeting its obligations by scaling back on the number of meetings.

The Portfolio Holder for Finance stated that the administration had inherited a budget that was not their own and had frozen Council Tax, improved the amount of money allocated for the needy, employed additional social workers, increased the budget for the elderly, and transport which a responsible administration would do.

Resolved to RECOMMEND: (to Council)

That

- (1) the budget be approved to enable the Council Tax for 2014/15 to be set;
- (2) the Medium Term Financial Strategy at Appendices 1 and 2 of the report be endorsed;
- (3) the policy on the use of the contingency at Appendix 5 of the report be approved;
- (4) in relation to schools, the schools' budget at Appendix 6 of the report be approved;
- (5) the Members' Allowance Scheme at Appendix 13 of the report be adopted for 2014/15.

RESOLVED: That

- (1) the Medium Term Financial Strategy (MTFS), at appendices 1 and 2 to the report, be approved;
- (2) the planned investment in services and efficiencies, as set out in Appendix 2 and summarised in table 5 of the report, be noted;
- (3) the sum, £3.560m, of NHS Transfer funding to be received by the Council, as set paragraph 17.1 of the report be noted;
- (4) the risk assessment at Appendix 7 to the report be agreed and referred to the Governance, Audit and Risk Management Committee for consideration and monitoring.

Reason for Recommendation/Decision: To ensure that the Council sets a balanced budget for 2014/15.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted and to the decisions that have been noted.]

783. Key Decision: Capital Programme 2014/15 to 2017/18

The Portfolio Holder for Finance introduced the report, which set out the proposed Capital Programme from the financial year 2014 to 2018, which included provision in the administration's priority areas of Cleaner, Safer and Fairer Harrow.

Resolved to RECOMMEND: (to Council)

That the Capital Programme, as detailed within Appendix 1 to the report, be approved.

Reason for Recommendation: To enable the Council to have an approved Capital Programme for 2014/15 to 2017/18.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

784. Key Decision: Treasury Management Strategy Statement, Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2014/15

Cabinet received a report of the Council's Treasury Management Strategy Statement, Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014/15.

A non-voting non-Executive Member asked how the Governance, Audit and Risk Management Committee's views would be taken into account in setting the budget and it was noted that this body would, as it did every year, be carrying out a review on the approved position.

Resolved to RECOMMEND: (to Council)

That

- (1) the Treasury Management Strategy Statement and Prudential Indicators for 2014/15 be approved;
- (2) the Minimum Revenue Provision Policy Statement for 2014/15 be approved;
- (3) the Annual Investment Strategy for 2014/15 be approved;
- (4) the lower limit for borrowing of between 5 and 10 years be reduced from 10% to 5%;
- (5) the limit of investments for over one year be increased to £30m for 1-2 years and £10m for over 2 years.

RESOLVED: That the report be referred to the Governance, Audit and Risk Management Committee for review.

Reason for Recommendation/Decision: To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

785. Key Decision: Revenue and Capital Monitoring for Quarter 3 as at 31 December 2013

The Portfolio Holder for Finance introduced the report, which set out the Council's Revenue and Capital monitoring position as at December 2013. The report sought to close the substantial gaps inherited from the previous administration(s). It was noted that the additional recommendation, set out on the supplemental agenda, was withdrawn.

A non-voting non-Executive Cabinet Member referred to the appendix set out on the supplemental agenda and the potential pressures on the homelessness budget. He asked about a comment that the Leader of the Council had made that Harrow did not suffer from problems of homelessness but that she had expressed a desire to keep an eye on this area and he asked how she had managed to do this in light of the pressures being experienced. The Leader of the Council replied that this comment had related to people sleeping rough and she confirmed that the Council's Homelessness Strategy was robust.

The same non-voting non-Executive Member was of the view that the administration was out of touch with the key issues affecting the vulnerable and the impact their measures were having on this section of the community.

The Portfolio Holder for Adults and Housing replied that the Council was a key member of the Single Homelessness Forum which brought various organisations together to look at those individuals who were rough sleeping and how assistance could be provided. He also commended the excellent work undertaken by the Firm Foundation.

The Portfolio Holder added that the administration would not be lectured on the savings issue by the Leader of the Group which had failed to make the savings set out in their budget. It had singularly failed to control the budgets on procurement and agency staff.

The Portfolio Holder for Business and Transformation stated that the administration would not be lectured by a Group operating under the false premise of being a caring Party. He added that it should not be forgotten that the same administration had increased Council Tax in 2013/14 and had made staff redundant.

The same non-voting non-Executive Member commented that the administration was being disingenuous, as London-wide figures had shown that Harrow was suffering from an increase in homelessness. He added that he was merely highlighting the problem in this area with a view to both parties working together to resolve the issue. His party's 'alternative' budget would increase its budget for this issue.

In response to a question about the action being taken to reduce deficits within the various budgets and why the spending strategy had not been used, the Portfolio Holder for Finance stated that the Corporate Directors and the Portfolio Holders were required to operate within their budget targets and each would have their own action plans bringing budgets within targets set.

Resolved to RECOMMEND: (to Council)

That an increase in the Empty Property Grants budget of £0.100m, as detailed in paragraph 58 of the report, in respect of additional grant funding received in the current year be approved.

RESOLVED: That

- (1) the revenue and capital forecast outturn position at the end of Quarter 3, December 2013, be noted;
- (2) the Capital virements, detailed in paragraphs 55 of the report, be noted.

Reason for Recommendation/Decision: To ensure that Cabinet was updated on the forecast revenue and capital financial position for 2013/14, that budget virements were agreed in line with the Financial Regulations and available external funding was fully utilised to achieve Council priorities.

Alternative Options Considered and Rejected: None.

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

786. Proposed new Museum Building adjacent to West House, Pinner

The Portfolio Holder for Property and Major Contracts introduced the report, which sought various approvals to enable the construction of a new museum building adjacent to West House, Pinner, by The West House and Heath Robinson Museum Trust. He referred to the grant of £1.133m awarded to the Trust from the Heritage Lottery Fund towards the major parts of the costs of the project, and commended the report to Cabinet.

In his capacity as Pinner Ward Councillor, the Portfolio Holder for Communications, Performance and Resources welcomed the proposal and paid tribute to the work carried out by the volunteers to bring it to fruition. He was pleased that the Council was able to assist in this regard.

Resolved to RECOMMEND: (to Council)

That the Council, acting as trustee of the Pinner Memorial Park Trust,

- (1) authorise the Director of Finance and Assurance to transfer to The West House and Heath Robinson Museum Trust without recoupment the current balance of funds of circa £25,000 held by the Pinner Memorial Park Trust for the purpose of the construction of the new museum facility, subject to any necessary approval of the Charity Commission;
- (2) authorise the Corporate Director of Environment and Enterprise, acting in the best interests of the Council as trustee, in consultation with the Portfolio Holder for Property and Major Contracts, to take all necessary steps to agree and implement changes to the existing lease of West House in order to enable the construction and use of the new museum building.

RESOLVED: That the Director of Finance and Assurance, in consultation with the Portfolio Holder for Finance, be authorised to make available a loan facility to The West House and Heath Robinson Museum Trust on the terms set out in paragraph 5.10 of the report.

Reason for Recommendation/Decision: To facilitate the construction of a new museum and arts facility for the benefit of Harrow residents and the wider community.

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

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

[Call-in does not apply to the Recommendation to Council and to the decisions that have been noted.]

RESOLVED ITEMS

787. Key Decision: External Fees and Charges 2014/15

The Portfolio Holder for Finance introduced the report, which proposed the fees and charges to be applied to services for the financial year 2014/15. The charges were set, in most cases, within the framework of the Medium Term Financial Strategy (MTFS) and the Council's Charging Policy, with some items being subsidised.

Questions on the charges applied to cricket pitches, including their sustainability, and beauty therapies from a non-voting non-Executive Member were responded to, as follows:

- no inflationary increases were proposed for cricket pitches. Adequate ground maintenance measures were in place to ensure quality pitches;
- with regard to the charges for beauty therapies, the reductions were being applied to domestic areas only and fees and charges were governed by law in this area. He cited an Ombudsman case and the 2013 Court of Appeal ruling in *Hemming v Westminster City Council* as examples.

RESOLVED: That

- (1) the Fees and Charges, set out at appendices 2-5 of the report, be agreed and implemented from April 2014;
- (2) the Director of Finance and Assurance and relevant Corporate Director be authorised, following consultation with the relevant Portfolio Holder, to amend fees and charges in-year.

Reason for Decision: To ensure the Council set a schedule of fees and charges for 2014/15.

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.

788. Customer Services - Scrutiny Review Group Report and Recommendations

The Chair of the Scrutiny Review Group 'Putting the Customer First, Customer Care at Harrow Council', addressed Cabinet and paid tribute to the work carried out by the former Chair of the Review Group who now served on Cabinet as Portfolio Holder for Communications, Performance and Resources. He thanked all Members of the Review Group and officers for their contributions, and outlined the background and evidence gathering measures that had culminated into the recommendations of the Review Group. He stated that he was satisfied with the responses given to the recommendations and requested an updated report which addressed all the recommendations set out in the report of the Review Group.

The Chairman of the Review Group responded to a question from the Portfolio Holder for Property and Major Contracts and confirmed that the dealing of complaints referred to the Council's own internal process and not those dealt with by the Local Government Ombudsman.

A non-voting non-Executive Cabinet Member applauded the benefits of the scrutiny process. He added that, overall, the migration process had been successful and he supported the perception given of Access Harrow which, overall, was positive.

The Portfolio Holder for Communications, Performance and Resources undertook to ensure that all recommendations of the Review Group were responded to. He added that a substantial number of savings set out in the budget set by a former administration would impact on Access Harrow during 2015. Accordingly, if the website and online information was not of acceptable standard or quality, then channel migration would not succeed. It was therefore important that the next administration delivered the savings in an effective manner.

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

Reason for Decision: To improve customer service across the Council.

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.

789. Key Decision: Buildings Insurance for Residential Leaseholders

The Portfolio Holder for Adults and Housing introduced the report, which provided an overview and the outcome of the competitive tendering process undertaken to seek a new contract for the provision of buildings insurance for residential leaseholders.

The Portfolio Holder explained the need to renew the policy for a period of three years only as this would help to align with a future Insurance London Consortium (ILC) tendering arrangement to facilitate the option of tendering as a member of the ILC, which comprised of nine boroughs, for future contracts so as to enable further savings.

Having considered the report and a confidential appendix, it was

RESOLVED: That the contract for buildings insurance for residential leaseholders be awarded to Zurich Municipal for the period 1 April 2014 to 31 March 2017.

Reason for Decision: As freeholder, the Council was obliged to arrange buildings insurance for its residential leaseholders. The Long-Term Agreement (LTA) with existing insurers would expire on 31 March 2014, hence it was necessary to re-tender the contract on behalf of leaseholders.

An open tender process was conducted according to EU procurement rules for Part A Service contracts.

A pre-defined evaluation model was constructed to fairly evaluate each tender against a set of criteria, which was approved by Procurement, Leasehold Services and leaseholder representatives.

Zurich Municipal achieved the highest total scores in the evaluation process.

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.

790. Key Decision: Financial Hardship Fund - part of the Harrow Help Scheme

The Portfolio Holder for Finance introduced the report, which set out the new policy for the Financial Hardship Fund, funding developed to support people impacted by the welfare reforms and the current economic climate.

In response to a question from a non-voting non-Executive Cabinet Member, the Portfolio Holder replied that the funding of £100,000 was available for 2014/15 only. He added that beyond 2014/15, Councils would have to provide funds from within their own general fund budgets.

The same non-voting non-Executive Cabinet Member stated that, if in power, his administration would continue to allocate £100,000 to support the vulnerable and expressed a desire to work more closely with the voluntary sector in this regard.

RESOLVED: That

- (1) the Financial Hardship Fund Policy and application pack, incorporating the guidance notes, be agreed and adopted;
- (2) the Financial Hardship Fund assessment criteria be agreed and adopted;
- (3) the decision-making process for awarding Financial Hardship Grants be agreed and adopted.

Reason for Decision: The Financial Hardship Fund was created as a direct result of feedback to the Localisation of Council Tax Support consultation carried out over the summer of 2012 and was put in place to support those experiencing most hardship from the current economic situation and/or those who needed assistance to transition to the reformed welfare system. It also coincided with the transfer from the Department of Works and Pensions (DWP) to Harrow of a £489k un-ring-fenced Social Fund grant which previously provided emergency support to claimants and was administered by the DWP.

The Financial Hardship Fund was a pot of funding of £100,000 that sat within the overall banner of the Harrow Help Scheme. The intention of the Financial Hardship Fund was to commission community projects that would help to mitigate the impacts of welfare reforms and the current economic situation.

The draft policy, including the assessment criteria, had been developed in partnership with the Welfare Reform's multi-agency Community Reference Group and Officer Project Board.

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.

791. Key Decision: Implementation of Risk Based Verification (RBV) Policy and Electronic Claiming for Housing Benefit & Council Tax Support Assessments

Cabinet received a report of the Corporate Director of Resources, which set out new policies for the administration of Housing Benefit and Council Tax Support for Risk Based Verification and Electronic Communication.

The Portfolio Holder for Finance explained that across the country work had been carried out on how to be effective and obtain accurate assessments of benefit claims thereby reducing costs. A recommendation from the government required focus on high risk claimants with a view to reducing associated problems. The report would enable the Council to carry out the work required.

In response to a question from a non-Voting Non-Executive Cabinet Member about the need to monitor performance, the Portfolio Holder confirmed that this would be carried out through the Council's Performance Boards. In this context, the Leader of the Council asserted her administration's continued desire to remain open and transparent.

Having considered the report and a confidential appendix, it was

RESOLVED: That

- (1) the Risk Based Verification policy at Appendix A to the report be agreed and take effect from April 2014;
- (2) the Electronic Claims policy at Appendix B to the report be agreed and take effect from March 2014;
- (3) the policies apply initially to Housing Benefit/Council Tax Support new claims and extend to change of circumstances notifications in due course, as detailed in the report, without the need for Cabinet to review the policies again;
- (4) the policies remain as approved unless an annual review by officers identified a need for change;
- (5) the Acting Head of Paid Service be authorised to sign an Electronic Communications Direction, Appendix A to Electronic Claims Policy refers.

Reason for Decision: Implementation of Risk Based Verification and electronic communications supports the savings requirement within the Resources Directorate. Adopting the policies would reduce the necessity for benefit claimants to contact the Council through more expensive methods such as face to face, and decrease the need to produce original documents to support their claim, resulting in a reduction in the number of customer contacts in Access Harrow, lower volumes of scanning and indexing within the Business Support hub and less information requests made by the Housing Benefit Service.

Through online claims, Risk Based Verification allowed the targeting of resources from low risk cases to those which were at higher risk of potential fraud and error. By identifying these cases at the point of entry, the process should help to reduce fraud and error from entering the system.

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.

792. Recruitment Process Contract

The Portfolio Holder for Communications, Performance and Resources introduced the report, which set out proposals for the supply of recruitment

services with Pertemps Recruitment Partnership Ltd until September 2015. He indicated that the report was designed to implement the Medium Term Financial Savings (MTFS) that had been included in the budget previously set by the former administration.

In response to questions from a non-Voting non-Executive Cabinet Member, on how the Council would be informed of complaints from external applicants about the process and the Council's own monitoring process through Improvement Boards, including the setting of targets, the Portfolio Holder replied that any monitoring ought to be structured and indicated that he would discuss suggestions with the Member concerned.

The Portfolio Holder responded to an additional question from another non-Voting non-Executive Cabinet Member regarding the government's recent announcement on agencies that used ways of getting around National Insurance payments. He explained that the contract would not have any such impact and, furthermore, agency spend should not be used to avoid tax liability on behalf of the Council.

Having considered the report and a confidential appendix, it was

RESOLVED: That the Corporate Director of Resources be delegated authority to enter into a contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services, as detailed within the report, for a period of up to 18 months to co-terminate with the Pertemps Recruitment Partnership Ltd contract for agency workers, which expires in September 2015.

Reason for Decision: The contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services would improve the efficiency of the Council's recruitment processes and reduce spend on recruitment advertising enabling delivery of the Council's Medium Term Financial Savings (MTFS) of £100, 000.

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.

793. Calendar of Meetings 2014/15

Cabinet received a report of the Director of Legal and Governance Services, which set out the proposals for the Council's Calendar of Meetings for the Municipal Year 2014/15.

The Leader of the Council reported that the 7 May 2015 Cabinet meeting ought to be deleted, as the General Election had been set for that day. She added that it had not been possible to find another date for the May 2014 Annual Council meeting.

RESOLVED: That, subject to 7 May 2015 Cabinet being deleted, the Calendar of Meetings for the Municipal Year 2014/15 be approved.

Reason for Decision: The Calendar of Meetings was approved on an annual basis for the succeeding Municipal Year. Advance approval of the Calendar facilitated the planning and forward commitments of both Members and officers, and allowed the room booking arrangements to be put in place at the earliest opportunity.

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

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

(Note: The meeting, having commenced at 6.30 pm, closed at 8.25 pm).

(Signed) COUNCILLOR SUSAN HALL
Chairman

HRA Capital Programme

(Appendix 7 to the report)

Budget Description	2014/15	2015/16	2016/17	2017/18
	£	£	£	£
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
HRA Capital Investment	7,526,810	7,827,330	8,411,850	9,139,120
Affordable Housing Programme	2,000,000	4,400,000		
Total HRA Capital Programme	9,526,810	12,227,330	8,411,850	9,139,120

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17

(APPENDIX 1 to the report)

	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000
Budget Requirement Brought Forward		181,063	174,426	161,964
Capital Financing Costs		462	310	841
Grant Changes		-1,683	2,007	-145
Other Technical Changes		-2,738	3,279	3,289
Inflation		2,560	3,460	3,460
Transformation		-244	-187	-31
Community Health and Wellbeing		-3,058	2,782	2,500
Children and Families		-572	413	413
Environment and Enterprise		-149	333	764
Resources		-1,214	-110	505
Total		-6,636	12,287	11,596
FUNDING GAP		0	-24,750	-20,765
Total Change in Budget Requirement		-6,636	-12,463	-9,169
Revised Budget Requirement	181,063	174,426	161,964	152,795
Collection Fund Deficit/-surplus	-1,045	-1,676	0	0
Revenue Support Grant	-52,100	-42,628	-30,650	-20,650
Top Up	-20,154	-20,546	-21,113	-21,694
Retained Non Domestic Rates	-14,725	-14,509	-15,034	-15,184
Amount to be raised from Council Tax	93,039	95,067	95,167	95,267
Council Tax at Band D	£ 1,210.28	£ 1,210.28	£ 1,210.28	£1,210.28
Increase in Council Tax (%)	2.00	0.00%	0.00%	0.00%
Tax Base	76,874	78,550	78,632	78,715
Collection rate	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	78,845	80,565	80,649	80,733

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		General	Specific	Initial	Full
Tech 001	Capital and Investment Revenue Provision costs of the capital programme and interest on balances changes	462	310	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
	Total Capital and Investment Changes	462	310	841				
	Grant Changes							
Tech 002	New homes bonus - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013	-201	1,200	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
Tech 003	SSCF Grant received from GLA - reduction. Grant no longer unringfenced	62	0	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 007	Education Support Grant. New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	-251	1,500	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 001	Council Tax Freeze Grant. Payable for setting 0% Council Tax increases in 2014-15 and 2015-16	-1,068	-1,068	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	S 31 Grant to replace Business Rates lost as a result of temporary reliefs to ratepayers	-225	375					
	Total Grant Changes	-1,683	2,007	-145				
	Other Technical Changes							
Tech 012	Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by TfL	206	360	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	Capitalisation strategy/recharges strategy							
Tech 014	Reduce reliance on capitalisation. Final instalment in programme of switching previously capitalised expenditure to revenue	14	0	0 Agreed February 2013	Yes	N/A	N/A	N/A
	Miscellaneous							
Tech 017	Balance on SSC annual review - net charge to non general fund. Cost to general fund of reduction in support service charges to HRA.	150	0	0 Agreed February 2013	Yes	N/A	N/A	N/A
Tech 018	Budget planning contingency.		3,000	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 019	Contingency for Welfare Reform and other pressures	-2,000	0	0 N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 020	Savings 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	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 022	Redundancy provision. Removal of £1m budget for redundancy costs in 2013-14.	-1,000	0	0 Agreed February 2013	Yes	N/A	N/A	N/A
	Total Other Technical Changes	-2,738	3,279	3,289				
	Pay and Inflation							
Tech 023	Pay Award @ 1% 2013-14 and 2014-15, then 2% pa	950	1,850	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 024	Employer's Pension Contributions @ 0.5% p.a.	400	400	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 025	Inflation on goods and services @ 1.3% p.a.	1,210	1,210	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	Total Pay and Price Inflation	2,560	3,460	3,460				
	CROSS CUTTING TRANSFORMATION PROGRAMME							
Tech 028	Mobile and Flexible working - implementation and running costs	24	0	0 Agreed February 2013	Yes	N/A	N/A	N/A
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-288	-187	-31 N/A - technical budget adjustment	Yes	N/A	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	2015-16	2016-17	2014-15	2015-16	2016-17	General	Specific	Initial	Full		
	£000	£000	£000	£000	£000	£000						
		-244			-187	-31						
Total Transformation												
Total Corporate		-1643		8869	7414							

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
	Total Investment in Services	1,196	413	413					
	Savings								
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
	Total Children and Families Savings	-1,768	0	0					
	Net Children & Families	-572	413	413					

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 - Deletion of previously approved growth in 2013-14 and additional growth proposed in 2014-15 for original 20 minute free parking proposal	-261	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E011	Parking review - New proposal for 20 minute free parking	200	100	0	Policy change	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 / Dry Recyclables Income	689	677	708	Agreed February 2013	Yes	N/A	N/A	N/A
E&E 001	Recycling Support Team - 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	New growth	Yes	N/A	N/A	N/A
E&E 002	Secondary Shopping Centres Beat Sweeping - 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	Street cleansing Blitz Team - 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

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 004 14/15	Neighbourhood Champions (NC) - 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
E&E 005 14/15	Parks/Grounds Blitz Team - 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	Enhanced planning enforcement - 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	Additional transitional management roles to support administration improvement priorities - 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
	Total Investment in Services	937	847	764					
E&E011	Savings Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	25	-375	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E012	Further management reductions in Environment	-145	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments	-24	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E016	Climate Change - Flexible retirement and consumables budget	-58	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E019	Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	75	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E020	Introduction of Civic Centre staff car parking charges and other free car parks	135	0	0	Policy change	Yes	Yes	Yes	Yes
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-122	-58	0	Agreed February 2013	N/A	N/A	Yes	N/A
E&E025	Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	100	0	0	Unachievable saving	N/A	N/A	N/A	N/A
E&E031	Review of loss making car parks	150	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet	-25	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			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
E&E040	Returning Parks to Open Space	275	0	0	Policy change	Yes	Yes	Yes	Yes
E&E041	Grass Verge Maintenance reduction	-165	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E043	Grounds maintenance: Annualised hours	0	-81	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E046	Review fine turf service standards	-29	0	0	Agreed February 2013	Yes	Yes	N/A	N/A
E&E050 / 051	Review parks and cemeteries opening and locking and specialist dog waste collection	105	0	0	Policy change	Yes	Yes	Yes	Yes
E&E058	Procurement Savings - others	-273	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	Budget Realignments for Parking Services (Income re-alignment, no staff impact)								
	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.								
	Key risks:								
	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								
E&E 008 14/15	Textiles Recycling	-700	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 009 14/15	Additional income generated from textiles recycling contract.	-10	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 010 14/15	Increase in income relating to leisure centre car parks	-300	0	0	Substitute saving	Yes	Yes	N/A	N/A
	Increase in leisure centre parking income								
	Total Environment & Enterprise Savings	-1,086	-514	0					
	Net Environment & Enterprise Directorate	-149	333	764					

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS				Category	Consultation		EQIA	
		2014-15	2015-16	2016-17	General		Specific	Initial	Full	
		£000	£000	£000						
	Investment in Services									
	Adults									
CHW001	Demographic Growth. 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	Housing Services Housing General Fund (HGF)									
	Homelessness [100 families & anticipated B&B HB changes). Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0						
CHW005	Homelessness. 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	Invest to Save in Private Sector Leasing (PSL) 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	N/A	N/A	
	Community & Culture									
CHW010	Support for specialist welfare advice services									
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	
	Public Health									
CHW011	Public Health Transition costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A	Yes	
	Total Investment in Services	2,238	2,800	2,500						
	Savings									
	Adults Services									
CHW013	Contract Management - efficiencies	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider	-100	0	0						
	Credition (APC) Residential Care				Unachievable savings	Yes	N/A	N/A	N/A	
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth	-100	0	0	Agreed February 2013	Yes	Yes	Yes	Yes	
CHW018	Voluntary Sector Funding	-200	0	0	Agreed February 2013	Yes	Yes	Yes	Yes	
CHW019	Residential Care Strategic Review. Only the most complex service users to be supported in residential establishments.	-3,000	0	0						
CHW020	Investment in Community Based Services. 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	Day Care Strategic Review	-300	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW023	Commissioning Staff. 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	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	0	0						
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	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW028	Supporting People - targeted efficiency savings through specific contracts	-1,324	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW029	Secure further earmarked investment from PCT/CCG in Adult Social Care	500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW032	Meals on Wheels. Review options for service provision.	-190	0	0	Unachievable savings	Yes	Yes	N/A	Yes	
CHW034	Late savings - vacancy management	69	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW035	Late savings - agency costs	73	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW037	Housing Services (HGF)									
CHW038	Housing Needs - Private Sector Leasing Scheme. Income generation	-25	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW041	Housing Service Efficiency Review. Saving in staffing costs	-70	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW047	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	0	0	Agreed February 2013	Yes	Yes	Yes	Yes	
CHW048	Empty Homes Initiative. 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	Community and Culture									
CHW050	Community Development review of structure and service reposition	-15	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW051	Libraries Transformation 2 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	Library Volunteers. Support provided by volunteers.	-40	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW053	Cultural Strategy Review efficiencies - savings subject to tender with Ealing & Brent	-400	0	0	Agreed February 2013	Yes	N/A	N/A	Yes	
CHW054	Procurement Efficiencies	62	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW055	Reduce Adult Learning Subsidy. Services to be funded by grant.	-50	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW056	Reduce subsidy to narrow young musicians	-10	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW057	Share responsibility for Community Cohesion across Council	63	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW058	Commercialisation Hatch End Pool, Arts Centre, Museum & Bannister stadium. 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	Delivery of post supporting community festivals	-48	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW068	Public Health									
CHW069	Further Public Health Efficiencies. Funding existing Council revenue funded services.	-100	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW070	Transformation									

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
	Total CHW Savings	-5,296	-18	0					
	Net CHW Directorate	-3,058	2,782	2,500					

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
	Strategic Commissioning							
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
RES005 14-15	SIM Team SLA shortfall	50						
	Human Resource Development (HRD)							
RES014	Reduced West London Waste Authority (WLWA) SLA Income to Payroll. Reduction in SLA income as West London Waste ceases to use Harrow services.	15	0	0	Agreed February 2013	Yes	N/A	N/A
	Legal and Governance							
RES016	Individual Electoral Registration. Implementation costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A
	Finance							
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
	Collections and Benefits							
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				
RES020	Loss of Housing Benefits Overpayments Income Stream. To reflect lower surplus currently being achieved and loss of the income stream following the introduction of Universal Credit administered by central government.	150	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	Re profiled investment	Yes	N/A	N/A
RES024	DWP HB Reduction in Admin Grant	119	0	0	Agreed February 2013	Yes	N/A	N/A
RES004 14-15	Procurement - Additional staffing	75						
	Total Investment in Services	371	425	820				
	Savings							
RES027	Customer Services							
	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	Agreed February 2013	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	
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
RES036	Strategic Commissioning							
RES038	Merger of Corporate Performance Team and Service Performance Team, reducing staffing. 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
RES040	Performance, Research & Analysis Business Case and New Operating Model Strategic Commissioning. 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
RES042	Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.	-46	0	0	Agreed February 2013	Yes	N/A	N/A
RES045	HRD				Agreed February 2013	Yes	Yes	Yes
RES046	Reduction in HRD posts. Deletion of 2 posts.	0	-75	0	Unachievable saving	Yes	Yes	Yes
RES047	Print Contract Savings. Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Agreed February 2013	Yes	N/A	N/A
RES048	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	-75	0	0	Agreed February 2013	Yes	N/A	N/A
RES053	CORPORATE ANTI-FRAUD TEAM					Yes		
RES058	Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery. Income target not achievable	45	0	0	Agreed February 2013	Yes	N/A	N/A
RES064	INTERNAL AUDIT							
RES068	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Agreed February 2013	Yes	N/A	N/A
RES069	INSURANCE SERVICE							
RES070	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-3	0	0	Agreed February 2013	Yes	N/A	N/A
RES071	Deletion of Corporate Risk Management Support Service. Deletion of post in 2013.	-30	0	0	Agreed February 2013	Yes	Yes	Yes
RES072	Gross Council Insurance Claims. Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Agreed February 2013	Yes	N/A	N/A
RES073	Reduced Contribution to Insurance Provision. Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Agreed February 2013	Yes	N/A	N/A
RES074	LEGAL AND GOVERNANCE							
RES075	Legal Practice							
RES076	Expansion of Legal Practice Shared Service. Expand Legal shared service to an additional partner.	100	0	0	Unachievable saving	Yes	N/A	N/A
RES077	E-canvas Project. Reduced staffing following electronic canvass.	-20	0	0	Agreed February 2013	Yes	N/A	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		
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.											
		-100	0	0	Agreed February 2013	Yes	N/A	N/A				N/A
	Corporate Finance											
RES073	Finance restructure. Reduced staff costs.	-300	0	0	Agreed February 2013	Yes	Yes	Yes				Yes
	Collections and Benefits											
RES078	Deletion of 4 FTE posts in Housing Benefits	0	-140	0	Reprofiled saving	Yes	Yes	Yes				Yes
RES080	Staff reductions to match DWP Admin grant reduction	-48	0	0	Agreed February 2013	Yes	Yes	Yes				Yes
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	0	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	To delete the post of Chief Executive and associated business support	-280	0	0	Substitute saving	Done	Done	Done				Done
14/15	Total Resources Savings	-1,585	-535	-315								
	Net Resources Directorate	-1,214	-110	505								

Policy on Use of Contingency

General Principles

1. As a general principle, directorate budgets should be structured to cover business as usual, investment and efficiency programmes that have been agreed as part of the budget and service planning round and administration priorities.
2. Budgets which are “demand led” should be set to deal with the forecast level of activity. For example; the predicted client numbers and needs in Adults and Children’s social care; the usual level of activity for planning appeals; winter gritting average weather conditions
3. Income budgets should be set to take into account likely activity levels and any changes in fees and charges.
4. The contingency is there to deal with unforeseen/exceptional items and one-off projects that are approved during the year.

Appropriate uses

5. It is recommended that the contingency is used for the following purposes:
 - To deal with demographic risk, where the number of clients or cost per client varies from the estimate in Children’s or Adults services
 - To deal with unexpected increases in demand for services due to policy changes, for instance an increase in homelessness due to the housing benefit changes beyond what has been budgeted
 - To deal with seasonal risks, such as exceptionally bad weather or a flu pandemic
 - To deal with tonnage risk, where the number of tonnes disposed of via West Waste varies from the estimate in Environment and Enterprise
 - To deal with the consequences of a recession
 - To deal with major planning appeals and litigation
 - Cost pressures in relation to the services delivered jointly with Health partners
 - To deal with uncertainty due to consultation on proposals
 - To deal with unexpected income shortfalls due to changes in the external environment or changes in the law/regulations
 - To fund small one-off projects which are high priority and have the portfolio holder for Finance’s approval
 - Any other unforeseen items / pressures

Criteria

6. Clear evidence will be required to support variations from estimated demand agreed as part of the budget review process.
7. Contingency funds will not be used where there has been a failure to deliver planned savings (except where this is due to the outcome of consultation) or properly manage spending.

Approval Process

8. Use of the contingency will be reported to Cabinet as part of the quarterly budget monitoring report by the s151 officer. The s151 officer will liaise with the Finance portfolio holder and make proposals to Cabinet for virements from Contingency as appropriate. .

Unspent balances

9. If there is an under spend at the end of the year a contribution to general balances will be considered with regard to the size of the under spend, the underlying strength of the balance sheet and the need to support other priorities.

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 13th December 2012.

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 8th July 2013 to enable local authorities and their Schools Forums in planning the local implementation of the reformed funding system for 2014-15.

2. DSG settlement 2014-15

The 2014-15 DSG is based on the number of pupils on the October 2013 school census. The total DSG for 2014-15 is £182,818,791. The High Needs Block has been updated to include additional funding for post 16 for the full year effect of the transfer of responsibilities for funding FE colleges and Independent Specialist Provision for Post 16 to the Local Authority. In 2013-14 the responsibilities only transferred from the Education Funding Agency (EFA) for a part year, starting from August 2013.

Table 1 below shows the breakdown of the 2014/15 DSG across the three blocks. The DSG is not ringfenced to the specific blocks.

Table 1 – 2014-15 Dedicated Schools Grant allocation

Area	Per Pupil Funding (GUF) £	Pupil Numbers	Total £
Schools Block	£4,927.48	29,308	£144,414,584
Early Years Block	£4,320.96	2,217	£9,579,568
High Needs Block			£25,445,495
Sub Total			£179,439,647

Additional Amounts	
Funding for 2 year old nursery places	£3,516,498
Transfer of NQT funding	£44,421
Carbon Reduction Commitment	-£181,775
2014-15 DSG as at 18th December 2013	£182,818,791

The 2014-15 schools budget was agreed by Schools Forum on 21st January 2014. The final 2014-15 funding for each block is detailed in Table 2.

Table 2 – Final 2014-15 DSG Blocks

Category	Final 2014-15
Schools Block – allocated	£140,618,131
Schools Block - centrally retained	£2,067,870
Early Years Block	£13,833,136
High Needs Block	£26,299,654
Total DSG 2014-15	£182,818,791

3. Schools Block – Allocated to Schools

The 2014-15 school budgets are being prepared using the updated funding formula which has been consulted with and agreed by Schools Forum in the autumn 2013 and approved by Cabinet in December 2013.

Schools are protected by the Minimum Funding Guarantee (MFG) which ensures that no school experiences a reduction in their school budget greater than 1.5% per pupil. In order to fund the MFG, a cap to schools whose budgets gain through the formula must be applied. This is set at 0.8%.

The Schools Block currently includes the funding in respect of academies. Under the regulations the Council continues to calculate academy budgets. The DfE then recoup the DSG in respect of academy budgets and pass this funding on to the academies in their General Annual Grant. Based on indicative 2014-15 school budgets the clawback of DSG anticipated in respect of academies is expected to be £48m.

4. Schools Block - Centrally Retained

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 agreed to a ring fenced Growth Fund from the DSG in order to provide revenue funding for pupil growth including the planned expansion programme and temporary bulge classes running from September 2014. This provides for growth in both maintained and academy schools but not free schools.

In order to fund the overall cost of the formula and the growth fund for expansion approx £1m will need to be funded from brought forward DSG balances.

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.

High needs pupils are funded on a mixture of places and pupils, the “place-plus” approach.

In December 2013 the Local Authority submitted a High Needs data return to the EFA outlining the LA’s estimated need for high needs places for 2014-15 across all sectors and including pre and post 16.

Once the place review has been completed by the EFA and adjustments have been made, the DfE will confirm the final DSG allocations for High Needs, in February 2014.

It should be noted that the LA data return indicates a growth of 17 places in the number of places required in 2014-15 in relation to post 16. The DfE have not confirmed how they will fund growth in the High Needs Block in future years. In guidance issued on 4th 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

The 2014-15 Early Years Block allocation is a provisional figure based on January 2013 census data. These allocations will be updated and finally be

based on 5/12ths of the January 2014 census and 7/12ths of the January 2015 census.

From September 2013 early education has become a statutory entitlement for 20% of eligible 2 year olds. This entitlement increases to 40% from September 2014.

In 2014-15 the Early Years Block will increase by £1.2m to £3.5m to fund this entitlement.

The provisional Early Years Block budget is shown at Table 3

Table 3 – Indicative 2014-15 Early Years Block

Category	2014-15 £
PVI 3 & 4 year old entitlement budget	£6,066,350
Maintained school nurseries 3 & 4 year old entitlement	£3,720,377
2 year old offer	£3,516,498
Early Years – central	£529,910
Revised Early Years Block 2014-15	£13,833,135

7. Pupil Premium Grant 2014-15

Schools also receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals (FSM) in the last 6 years plus Children Looked After continuously for more than 6 months. In 2014-15 this will be extended to those who have been looked after for one day or more. It will also be extended to include children who have been adopted from care or leave care under a special guardianship or residence order. This change recognises that the needs of those children who leave care do not change overnight. Table 4 shows the Pupil Premium rates for 2014-15 and the comparative rates for 2013-14.

Table 4 - Pupil Premium rates agreed for 2014-15, per pupil

Area	2013-14	2014-15
FSM - Primary School Pupils	£953	£1,300
FSM - Secondary School Pupils	£900	£935
Service children	£300	£300
Children Looked After	£900	£1,900
Adopted children		£1,900

Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2015. It replaces all former schemes.

Basic Allowance

2. A basic allowance of £8,160 per annum shall be paid to each Councillor.

Special Responsibility Allowances and Mayoral Allowances

3. (1) A special responsibility allowance shall be paid to those Councillors who have the special responsibilities in relation to the posts specified in Schedule 1 to this scheme. The amount of each such allowance shall be the amount specified against that special responsibility in that schedule.
(2) An allowance of £10,250 per annum shall be paid to the Mayor and an allowance of £2,040 per annum shall be paid to the Deputy Mayor.
(3) No Member may receive special responsibility allowances in respect of more than one post. For the purposes of this paragraph, the mayoral allowances referred to in 3(2) above are considered to be special responsibility allowances.

Uprating the Basic and Special Responsibility Allowances

4. The basic allowance and special responsibility allowances may be uprated annually in line with an index approved by the London Councils Independent Panel. The index to be used will be the level of the Local Government Pay Settlement. When making the scheme for 2015/16, the indexing arrangements will be reviewed.

Travel and Subsistence Allowances

5. The reimbursement of travel and subsistence expenses incurred in respect of **approved duties** (as set out in Schedule 2) **undertaken outside the Borough boundaries** can be claimed by Members, co-optees to formal Council committees and Independent Members of the Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

Carers' Allowance

6. (1) The allowance shall only be paid for attendance at approved duties as listed in Appendix A.
- (2) The maximum basic rate of pay is £2.90 per half hour for the duration of the meeting together with the Member's travel time between home and the place of the meeting and the carer's reasonable travelling time.
- (3) The allowance is claimable in respect of children aged 15 or under or where a professional carer is required to meet a specialist need (eg a nurse for an elderly person).
- (4) Actual costs will be paid **on production of an invoice or receipt**.
- (5) Where the length of the meeting cannot be predicted and payment to the carer is necessarily contractually committed then a payment of up to 4 hours will be made. (For day time quasi-judicial meetings, payment of up to 8 hours may be made if the estimated length of the meeting is for the whole day).
- (6) In addition, the reasonable travelling expenses of the person taking care of the dependent shall be reimbursed either at the appropriate public transport rate, or in cases of urgency or where no public transport is available, the amount of any taxi fare actually paid.
- (7) The allowance is not to be paid where the carer is a member of the Member's household.
- (8) Any dispute as to the entitlement and any allegation of abuse should be referred to the Standards Committee for adjudication.

Co-optees' Allowance

7. A basic allowance of £445 per annum shall be paid to co-optees to formal Council Committees and Independent Members of the Standards Committee.

Claims and Payments

8. (1) A claim for allowances or expenses under this scheme shall be made in writing within two months of the date of undertaking the duty in respect of which the entitlement to the allowance or expense relates.
- (2) Payment shall be made
 - (a) in respect of basic and special responsibility allowances, in instalments of one-twelfth of the amount specified in this scheme each month;

- (b) in respect of out-borough travel and subsistence expenses and Carers' Allowance, each month in respect of claims received up to one month before that date.

Backdating

- 9. Any changes made to this scheme during the year may be backdated to 1st April 2014 by resolution of the Council when approving the amendment.

Pensions

- 10. Allowances paid under the Harrow Members' Allowances Scheme will **not** be pensionable for the purposes of the Superannuation Act.

Renunciation

- 11. A person may, by notice in writing given to the Chief Executive, elect to forgo any part of his/her entitlement to an allowance under this scheme.

Withholding Allowances

- 12. (1) In the event that a Member is suspended from duties, that Member's basic allowance and special responsibility allowance (if any) will be withheld for the whole period of the Member's suspension.
- (2) In the event that a Member is partially suspended from duties, that Member's basic allowance will be paid but their SRA, if any, will be withdrawn for the period of the partial suspension.

Approved duties for Carers' Allowance

- ◆ A meeting of the Executive.
- ◆ A meeting of a committee of the Executive.
- ◆ A meeting of the Authority.
- ◆ A meeting of a Committee or Sub-Committee of the Authority.
- ◆ A meeting of some other body to which the Authority make appointments or nominations.
- ◆ A meeting of a committee or sub-committee of a body to which the Authority make appointments or nominations.
- ◆ A meeting which has both been authorised by the Authority, a committee, or sub-committee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups).
- ◆ A meeting of a Local Authority association of which the Authority is a member.
- ◆ Duties undertaken on behalf of the Authority in pursuance of any Procedural Rule of the Constitution requiring a member or members to be present while tender documents are opened.
- ◆ Duties undertaken on behalf of the Authority in connection with the discharge of any function of the Authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises.
- ◆ Duties undertaken on behalf of the Authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996.

Schedule 1

Special Responsibility Allowances (SRAs)

There are 9 bands of SRAs:

Band	Post	SRA - £/annum
1	Deputy Leader(s) of the largest Group (s) Chief Whips of the two largest Groups Chairman of Standards Committee Chairman of the Grants Advisory Panel Support Members for Cabinet	£2,040
2	Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny	£3,060
3	Vice Chairman and Nominated Member of the party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of Governance, Audit and Risk Management Committee Chairman of the Pension Fund Committee	£4,590
4	Leader of the third largest Group Chairman of Licensing and General Purposes Committee Chairman of the Performance and Finance Scrutiny Sub Chairman of the Health and Social Care Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Performance and Finance Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee <i>Portfolio Adviser (The SRA to be paid only if there is agreement from the Leader and relevant Cabinet Member. In such an event the entire SRA paid to the Portfolio Adviser at Band 4 will be deducted from the SRA of the Leader at Band 9 or the relevant Cabinet Member at Band 7)</i>	£6,630
5	Chairman of the Planning Committee Chairman of the Overview and Scrutiny Committee Leader(s) of the Largest Group(s)	£8,670
6	Deputy Leader of the Council with Portfolio Adviser Cabinet Members with Portfolio Adviser Cabinet Non Executive Members	£13,060
7	Deputy Leader of the Council without Portfolio Adviser Cabinet Members without Portfolio Adviser	£19,690
8	Leader of the Council with Portfolio Adviser	£24,169

Band	Post	SRA - £/annum
9	Leader of the Council without Portfolio Adviser	£30,799

NOTE

The Groups are as follows:-

2 Largest Groups = Conservative Group and Labour Group

Third Largest Group = Independent Labour Group

Schedule 2

Claims for Out-Of-Borough Travel and Subsistence Expenses

Duties Undertaken Out-of-Borough

Claims for travel and subsistence expenses incurred can normally only be paid in respect of approved duties undertaken at venues out of the Borough. Expenses will be reimbursed at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

1. Members may claim travel and subsistence expenses in respect of the following **out-of-Borough** duties:-
 - (a) Attendance at any meeting which may be convened by the Authority provided that Members of at least two groups are invited and the meeting is not convened by officers.
 - (b) Attendance at a meeting of an outside body to which the Member has been appointed or nominated as a representative of the Council, where the Outside Body does not itself operate a scheme to reimburse travel and subsistence expenses.
 - (c)
 - (i) attendance at an appropriate out-of-Borough conference, seminar, meeting or other appropriate non-political event as a representative of an Outside Body to which that Member has been either nominated or appointed by Council to serve in a role with a specific pan-Authority remit;
 - (ii) attendance at meetings in the capacity of a direct appointee of a Local Authority Association, joint or statutory body or other London-wide or national body subject to the following proviso:

that the Member serves on the appointing body by virtue of an appointment made by Council to an authorised Outside Body;

subject in either case to the Outside Body/Bodies concerned themselves not making provision for any travel and subsistence expenses necessarily incurred.
 - (d) Attendance at a meeting of any association of local authorities of which the Authority is a member and to which the Member has been appointed as a representative.
 - (e) Attendance at a training session, conference, seminar or other non-political event, the attendance fees for which are being funded by the Council through a Departmental or a corporate budget.

- (f) Attendance at any training session, conference, seminar or other non-political event for which there is either no attendance fee or any attendance fee is being met by the Member him/herself (or from the relevant political group secretariat budget) subject to the relevant Director confirming that the content of the training, conference, seminar or event is relevant to the Member's responsibilities in respect of the services provided by the Authority or to the management of the Authority.
2. Duties for which out-of-Borough travel and subsistence expenses may not be claimed include:-
- (a) Political meetings or events.
 - (b) Any meetings of 'Outside Bodies' to which the Member has not been appointed or nominated by the Council as its representative.
 - (c) Meetings of the Governing Bodies of Schools.

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London Borough of Harrow

KEY DECISION SCHEDULE (MARCH 2014 - MAY 2014)

MONTH: March

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

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

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

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

Decisions which the Cabinet intends to make in private

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

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

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

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

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
MARCH 2014						
Harrow Mutual Support Network Contract Award	Agreement to enter into contract	Cabinet	13 March 2014	Councillor Barry Macleod-Cullinane Paul Najsarek, Acting Head of Paid Service, Corporate Director, Community Health and Wellbeing tim.miller@harrow.gov.uk Tel: 020 8736 6330	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 Community Learning Strategy	Approval of the Harrow Community Learning Strategy 2013-15	Cabinet	13 March 2014	Councillor Manji Kara Marianne Locke, Divisional Director, Community & Culture geoff.trodd@harrow.gov.uk Tel: 020 8416	Open	Agenda Report and any related appendices: Harrow Community Learning Strategy

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
				8805		
Small Grant and Outcome Based Grant Recommendation 2014-15	Approval of Grant Funding Recommendations	Cabinet	13 March 2014	Councillor Manji Kara Paul Najsarek, Acting Head of Paid Service, Corporate Director, Community Health and Wellbeing kashmir.takhar@harrow.gov.uk Tel: 020 8420 9331	Open	Agenda Report and any related appendices
Council Tax Support (CTS) Consultation	To give authority to Officers to consult on the CTS scheme changes if so required after scheme review	Cabinet	13 March 2014	Councillor Tony Ferrari Tom Whiting, Corporate Director of Resources fern.silverio@harrow.gov.uk Tel: 020 8736 6818	Open	Agenda Report and any related appendices

Subject	Nature of decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted
School Expansion Programme	Determination of statutory proposals to expand schools	Cabinet	13 March 2014	Councillor Janet Mote Catherine Doran, Corporate Director, Children and Families johanna.morgan@harrow.gov.uk Tel: 020 8736 6841	Open	Agenda Report and any related appendices
Whitefriars Community School	Determination of statutory proposals to expand Whitefriars Community School and extend the age range Approval of the approach to the disposal of the Whitefriars Community School and Harrow Teachers' Centre sites to the academy trust	Cabinet	13 March 2014	Councillors Janet Mote and Stephen Wright Caroline Bruce, Corporate Director of Environment and Enterprise Catherine Doran, Corporate Director, Children and Families johanna.morgan@harrow.gov.uk Tel: 020 8736 6841	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
APRIL 2014						
Election Print Procurement	To agree a framework agreement for a 4 year period for the provision of Electoral Services printing and postage requirements, in conjunction with the London Boroughs of Barnet and Hounslow	Cabinet	10 April 2014	Councillor Paul Osborn Hugh Peart, Director of Legal and Governance Services elaine.mceachron@harrow.gov.uk Tel: 020 8424 1097	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
Elmgrove Primary and Nursery School	Determination of statutory proposals to expand the school	Cabinet	10 April 2014	Councillor Janet Mote Catherine Doran, Corporate Director, Children and Families johanna.morgan@harrow.gov.uk Tel: 020 8736	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
				6841		
MAY 2014 - currently no items						

HARROW COUNCIL CABINET 2013/14
CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Community Safety & Environment	Susan Hall	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07860 742093 Group Office: (020) 8424 1852	Email: susan.hall@harrow.gov.uk
Deputy Leader, Adults & Housing	Barry Macleod- Cullinane	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07976 712611 Group Office: (020) 8424 1852	Email: barry.macleod-cullinane@harrow.gov.uk
Business & Enterprise	Kam Chana	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07779 133457 Group Office: (020) 8424 1852	Email: kamajit.chana@harrow.gov.uk
Children & Schools	Janet Mote	Conservative Group Office, Room 102 PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07970 672958 Group Office: (020) 8424 1852	Email: janet.mote@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
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

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

Non Executive Members				
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

PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
Standing Review of the Budget	No further work will be undertaken before the election.			
Customer Care	This project is complete			
Accessible Transport	This project is complete			
NHS Health Checks	Joint light touch review with Barnet	Final Report to O&S/Health and Social Care sub committee and Cabinet	March 2014	This joint review report was agreed at the Health and Social Care sub committee on 11 th February. A response is expected from Cabinet in April
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	The Joint Committee next met on 20 th February. It will continue to meet to monitor the implementation of the proposals from 'Shaping a Healthier Future'1. Amended terms of reference will be presented to Council in the next administration.
Deletion of Chief Executive post	This project is complete			

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

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LONDON BOROUGH OF HARROW

CABINET – 13 MARCH 2014

**REFERENCE FROM THE HEALTH & SOCIAL CARE SCRUTINY SUB-COMMITTEE:
18 FEBRUARY 2014**

NHS Health Checks – Report of the Divisional Director of Strategic Commissioning

The Sub-Committee received a report of the Divisional Director of Strategic Commissioning which set out the key findings and recommendations of the Joint NHS Health Checks Scrutiny Review.

The Chair advised that:

- NHS Health Checks were a mandatory service which local authority public health functions have been required to deliver since 1 April 2013;
- last year the Centre for Public Scrutiny (CfPS) had launched a programme of support for local authority scrutiny functions to review their local approach to NHS Health Checks and improve take up rates;
- the boroughs of Barnet and Harrow, which shared Public Health functions had made a successful funding bid to the CfPS to carry out the review;
- the review had shown that uptake of Health Checks in both boroughs had been lower than expected. The findings and recommendations of the review, which were made to Public Health England, were intended to inform the future commissioning and management of the NHS Health Check Programmes in Barnet and Harrow.

The Programme Director of HealthWatch Harrow stated that a 'Healthy Harrow Day' was planned for 2 April 2014 and this would be an ideal opportunity to further promote NHS Health Checks to residents.

A Member stated that she was disappointed by the lack of GPs engagement with Health Checks particularly since GPs were usually the first port of call for most people when accessing healthcare. The Chair added that there should be some incentivisation of GPs in Harrow to undertake Health Checks.

The Director of Public Health stated that Health Checks were an evolving area of health provision and there was an ongoing national debate regarding the value and cost-effectiveness of these. Although Health Checks were a statutory requirement, no targets had been set for them and no additional funding had been identified to implement any necessary medical interventions arising out of these. Harrow had set its own target in that every individual between the ages of 18-44 should undergo a health check every 5 years. However, this would require a targeted programme in order to be effective. He added that, the Council had recently undertaken an open procurement exercise and a provider had been awarded the contract to carry out Health Checks.

Resolved to RECOMMEND: (to Cabinet)

That officers be instructed to secure updates from the Centre for Public Scrutiny with regard to recommendations in the report made directed to Public Health England.

FOR CONSIDERATION

Background Documents:

Minutes of the Health & Social Care Scrutiny Sub-Committee - 11 February 2014

Contact Officer:

Manize Talukdar, Democratic and Electoral Services Officer

Tel: 020 8424 1323

Email: manize.talukdar@harrow.gov.uk

**REPORT FOR: HEALTH AND SOCIAL
CARE SCRUTINY SUB-
COMMITTEE**

Date of Meeting:	11 February 2014
Subject:	NHS Health Checks Scrutiny Review – Final Report and Recommendations
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Councillor Sachin Shah, Performance Lead for Health and Social Care Councillor Ben Wealthy, Policy Lead for Health and Social Care
Exempt:	No
Enclosures:	Appendix A – NHS Health Checks – Community Engagement Report Appendix B - Report for the NHS Health Checks Scrutiny Review

Section 1 – Summary and Recommendations

This report presents the key findings and recommendations of the Joint NHS Health Checks Scrutiny Review to the Sub-Committee for consideration.

Recommendations:

The Sub-Committee are requested to:

- I. consider and agree the recommendations included within the report;
- II. refer the approved report to Cabinet for consideration and response; and
- III. instruct officers to secure updates from the Centre for Public Scrutiny with regard to recommendations in the report made directed to Public Health England

Section 2 – Report

In April 2013, the Centre for Public Scrutiny (CfPS) launched a programme to support local authority scrutiny functions to review their local approach to NHS Health Checks and improve take up. A bid for support was made by the London Boroughs of Barnet and Harrow (who have a shared Public Health function) and the bid was successful. Work on this project has been undertaken between June and November 2013. This project links directly to each council's overview and scrutiny committees; in the case of Harrow this is the Health & Social Care Scrutiny Sub-Committee. As part of the offer from CfPS, the review received support from a CfPS Expert Adviser (5 days total). In addition, the Joint Director for Public Health has supported the review.

In accepting the CfPS support offer, Barnet and Harrow committed to the following:

- Completing the review by the end of November 2013
- Using the CfPS Return on Investment (ROI) model
- Participating in Knowledge Hub online discussions
- Keeping an Action Log which will be utilised to co-produce a case study
- Participate in Action Learning Events

NHS Health Checks are a mandatory service which local authority public health functions have been required to deliver from 1 April 2013. Participation in the CfPS Health Checks programme provides both Barnet and Harrow with an opportunity to:

- Review previous performance;
- Consider the budget envelope, planned approach and commissioning strategy for both authorities;
- Utilise the support of an independent expert advisor;
- Enable engagement with commissioners, health service professionals, communities and service users to understand perceptions and barriers to take-up for Health Checks;
- Enable Scrutiny Members to assist the Director of Public Health to develop the strategic approach Health Checks; and
- Identify the potential impact of improved uptake of the Health Checks by applying the CfPS ROI model to the review.

The Scrutiny Review has been seeking to:

- Identify ways in which NHS Health Checks can be promoted within each borough under the leadership of the Joint Director of Public Health;
- Explore the extent to which NHS services promote the NHS Health Check to eligible residents;
- Consider the capacity of GPs, local pharmacies or other suitable settings to undertake Health Checks;

- Determine the extent to which secondary services are available to those who have been identified as having undetected health conditions or identified as being at risk of developing conditions without lifestyle changes;
- Identify examples of best practice from across England to inform the approach of Barnet and Harrow to commissioning and monitoring the NHS Health Checks Programme;
- Utilise the CfPS ROI model to undertake an analysis of the cost/benefit of the NHS Health Checks Programme. The outcomes from this will influence the review recommendations; and
- Explore whether GPs could be organised on a cluster basis to deliver NHS Health Checks in each borough.

The Barnet / Harrow Scrutiny Review Group met on the following occasions:

25 July 2013

- Approved the Project Brief to enable the review work to commence in advance of formal committee approvals
- Approved the composition of the Task and Finish Group (3 Harrow Members and 3 Barnet Members)
- Approved the consultation / engagement approach
- Noted resourcing arrangements
- Agreed an outline plan for the utilisation of the CfPS Expert Advisor support available

18 September 2013

- Received a summary of activity to date
- Reviewed and agreed the Project Plan
- Received the results of a data mapping exercise undertaken by the public health team (including trend analysis)
- Agreed the approach to engaging with key stakeholders and residents / patients

2 October 2013

- Received a presentation from the CfPS Expert Adviser on the ROI approach
- Agreed the format of the Stakeholder Workshop

1 November 2013

- Stakeholder Workshop attended by Public Health England (London), GPs, Practice Managers, Healthwatch, Diabetes UK, Cabinet Members, Barnet / Harrow Public Health and Barnet CCG. Key themes are below:-

Theme	Area Reviewed
Health Checks Promotion	Proposed a national awareness campaign (to promote awareness and advantages of Health Checks), supported by local campaigns.
Providers / Flexible Delivery	Deliver Health Checks through alternative providers and at alternative times, and in different locations to make Health Checks more accessible.

Treatment Package	All checks to be delivered in a single session to streamline the process and make the experience more attractive.
Referral Pathways	Consideration needs to be given to the next steps for those identified as having risk factors and requiring treatment.
Restructure Financial Incentives	Barnet and Harrow have different payment structures. It is recommended that this is regularised and both boroughs are paid on completion.
Resources	Health Checks are currently an add-on for GPs meaning that they may not be incentivised to deliver and nor have the capacity (human resources and physical space) to deliver. Funding available for Health Checks may be insufficient to address total costs (i.e. additional costs arising from managing risk factors or treatments).
Targeting	A 'whole population' approach should be complemented by targeting of specific groups or communities to raise awareness. For example: men (who have a lower up-take than women); religious groups (who statistically have a high prevalence of certain diseases); and deprived communities (where there is a statistical correlation between deprivation and a low uptake of Health Checks).
Screening Programme Anxiety	People may be concerned that the Health Checks programme has negative connotations. The positives of Health Checks need to be promoted.
Barriers to Take-Up	Commissioners need to understand from non-participants what the barriers to take-up are. Targeted engagement with this group is recommended.

4 December 2013

- Consider the results of the online questionnaire
- Review results of the community engagement exercise which includes focus groups (generic, men and deprived areas) and 1:1 interviews
- Outlined final report structure, agreed key findings and draft recommendations

The review group's report makes a number of recommendations directly to Public Health England and these recommendations will be picked up by the CfPS in their national report to be launched in February. CfPS will be asked to advise both Harrow and Barnet councils on the outcome of Public Health England's consideration of these recommendations.

Financial Implications

None

Performance Issues

None

Environmental Impact

None

Risk Management Implications

None

Equalities implications

Was an Equality Impact Assessment carried out? Yes () No (x). This report proposes no service changes.

Corporate Priorities

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

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

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

Background Papers: None

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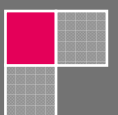
2013

Health Checks: Community Engagement Report

Summary

This work was commissioned by the Overview and Scrutiny teams from the London Boroughs of Barnet and Harrow. Focus groups and one to one interviews with residents of both Boroughs were carried out to explore public views about NHS Health Checks. This community engagement work showed that whilst residents supported the concept of Health Checks they wanted a more person-centred approach. Two over-arching themes emerged; the need for a more coherent wellness strategy pulling together all the current checks and screening initiatives and a greater focus on quality over targets in relation to access, delivery and follow-up. This paper describes these two themes setting out residents' views for consideration in the context of the wider local review of the Health Checks programme, which explored commissioner and provider perspectives. The report concludes with some considerations for the local development of the Health Checks programme linking with ongoing national work being led by Public Health England.

Stephanie Fade PhD RD, Director
What Matters Cubed
11/29/2013



Background

The Overview and Scrutiny Teams at Harrow and Barnet Councils commissioned this in-depth, yet fast-paced community engagement work to explore public views on NHS Health Checks.

The NHS Health Check is a health screening programme which aims to help prevent heart disease, kidney disease, stroke and diabetes and identify certain types of dementia. Everyone between the ages of forty and seventy-four, who has not already been diagnosed with one of these conditions or have certain risk factors should be invited (once every five years) to have a check to assess their risk and provide advice/signpost services to help them reduce or manage that risk. Health Checks may be delivered by GPs, local pharmacies or other suitable settings.

Both Councils ran an online survey on the topic and consulted with commissioners and providers in parallel with this community engagement work.

The community engagement work started on 22nd October 2103 and completed on 30th November 2013.

Approach

The engagement sought to access views from different cultural perspectives, different socioeconomic groups, men and women, people across the eligible age range as well as groups that might face specific challenges accessing health services such as carers, people with disabilities, people with learning difficulties and other mental health diagnoses. A list of groups engaged is shown in appendix one.

Engagement via General Practice Patient Participation Groups

All GP Practice Managers across Barnet and Harrow were contacted by e-mail to identify Patient Participation Groups (PPGs) meeting during the time frame of the engagement work. Only four replies were received and three of these reported that the Practice's PPG was not due to meet until after the conclusion of the work. However one meeting was arranged with a PPG Executive group in Harrow. In order to ensure that PPG members had the opportunity to get involved with the work despite this constraint, two focus groups were arranged at the Harrow Council offices and Hendon Town Hall respectively. An invitation was sent to Practice Managers and PPG Chairs via the respective Healthwatch Directors, using the fliers in appendix two.

Engagement with Local Voluntary and Community Groups

Participants were identified from a number of sources:

1. Groups that represented the harder to reach communities in Harrow
2. Barnet CommUNITY website
3. Yell.com

Groups were contacted by phone call and e-mail in order to identify pre-existing meetings that were taking place during the timeframe available for data collection (28th October-26th November), where it would be possible to talk to small groups of residents about Health Checks.

Hard to Reach Groups

Following earlier analysis provided by the Harrow and Barnet Public Health teams, Overview and Scrutiny [Councillor Vina Mithani (Chairman of the NHS Health Checks Scrutiny Review), Councillor Alison Cornelius (Barnet), Councillor Graham Old

(Barnet), Councillor Barry Rawlings (Barnet), Councillor Ben Wealthy (Harrow)]had identified three groups of residents that were particularly under-represented in terms of taking up Health Checks, these were:

1. Men
2. Residents from deprived areas as indicated by the Index of Multiple Deprivation (IMD)
3. Overweight and obese residents

Men's groups or groups with strong male representation and groups meeting in deprived areas were targeted to ensure that the engagement took views from these groups into account.

The researcher (a registered Dietitian) sensitively identified overweight and obese people at the focus groups and arranged follow up phone calls with residents from this group to discuss relevant issues. Two interviews were carried out.

Engagement Tools

At each Focus Group the researcher used the survey questions shown in appendix three, to acquire quantitative data including demographic information from each respondent. Demographic data was used to report on the extent to which the engagement reached different ethnic and socioeconomic groups rather than to report differences between groups.

Group discussions were initially organised around the following themes developed in discussion with the Scrutiny Teams:

- ∇ Views about the general concept of Health Checks
- ∇ Awareness of Health Checks prior to the focus group and views on enhancing awareness

- ∇ Motivators and inhibitors for having a Health Check
- ∇ Experiences of booking or having a Health Check
- ∇ Experiences of the benefits of Health Checks or thoughts about the potential benefits
- ∇ Ideas about other potential ways to achieve the aims of Health Checks

Each session concluded with the question "Please tell me about anything that seems important to you about the subject of Health Checks that we have not already covered." This question sometimes highlighted new themes that were then explored further in later focus groups and interviews. Supplementary questions under each theme were designed to increase the depth and breadth of the data. For example to provide depth the researcher asked "Can you tell me a bit more about that?" or "Do you have any thoughts or sense of whyhappens or the circumstances around your experience." To increase the breadth of information the researcher asked: "Has anyone got a different view/had a different experience?"

As the meetings were relaxed and informal a decision was made not to tape record responses but simply to make notes during and after the session. Despite this an attempt was made to record quotes verbatim where key points were being made.

Data Analysis

Analysis began as soon as the first focus group session was completed enabling the identification of emerging concepts and where necessary relevant groups to engage with, in order to develop understanding around strong concepts in the data. A concept was considered strong if it occurred many times within or across groups or if cues indicated strength of feeling (e.g. making a statement such as "what makes me really angry is...." or shouting or becoming animated) even if the

view was only expressed by a few residents. This was considered important to ensure that the views of minority groups were reflected appropriately in the report. When new concepts emerged, data from previous groups were reviewed to check for examples that might have been missed on first analysis. As the work progressed concepts were organised under category headings and gaps in understanding were identified for exploration in future focus groups. A specific attempt was made to identify links between issues seen in the data in order to facilitate the development of a narrative describing the findings rather than a simple list of themes. This was done to make the findings more meaningful and user friendly particularly to the residents who had supported the work.

Findings

Survey Findings

Forty-one residents were involved in this work. 44% were from the Borough of Barnet and 56% were from the Borough of Harrow. 44% were male and 49% were identified as being from deprived wards (IMD score of 15.00 or more) based on data from the London Health Observatories (London Health Observatories 2010.) Before participating 51% reported that they were aware of the Health Checks programme. However the researcher noted significant confusion about the title "Health Check." Many residents reported that they had their health checked regularly and on discussion this seemed sometimes to be linked to checks relating to a pre-existing non cardiovascular health condition or routine checks carried out for older people by GPs. The researcher took care to specifically note residents who had been given a "Health Check" as part of the formal programme being investigated rather than all those who had experienced some form of check up in another context; however it must be accepted that there may have been some over-reporting. Of those who

had an awareness of Health Checks 29% (n=6) reported taking one up. In addition one resident said she would have to simply say that she was not sure if she had taken up a Health Check specifically but she had received a check up from her GP. 57% of all residents who had not had a health check (n=35) reported that based on the information provided by the researcher, they would like to have one. Reasons for not wanting to take up a Health Check are summarised in table one. The most common reason for not wanting to have a Health Check was the resident's perception that they already knew enough about their health. In many cases this was because the residents were already visiting their GP or another health professional regularly.

Reason for not wanting to take up a Health Check	Number of residents (total who did not want to take up a check =15)
Already know enough about my health	11
Don't think the service will be very good	2
Embarrassed to talk about my health	1
Don't have time	1

Table one: Reasons for not wanting to take up a Health Check

Of the very small number (n=6) of residents who had accessed a Health Check, all but one said that they would recommend the check to others, essentially because they believed that "prevention is better than cure." However the one respondent who stated that they would not recommend a Health Check felt strongly that the check was process-driven, inadequately individualised, delivered by someone who did not have the capability to respond to patient questions and who gave advice she found condescending.

Qualitative Findings

Based on the qualitative data the central theme identified by this work was that residents desire a more **“person centred approach”** to the promotion of wellness in the community than is currently reflected in the Health Checks programme. Figure 1 below summarises the findings.

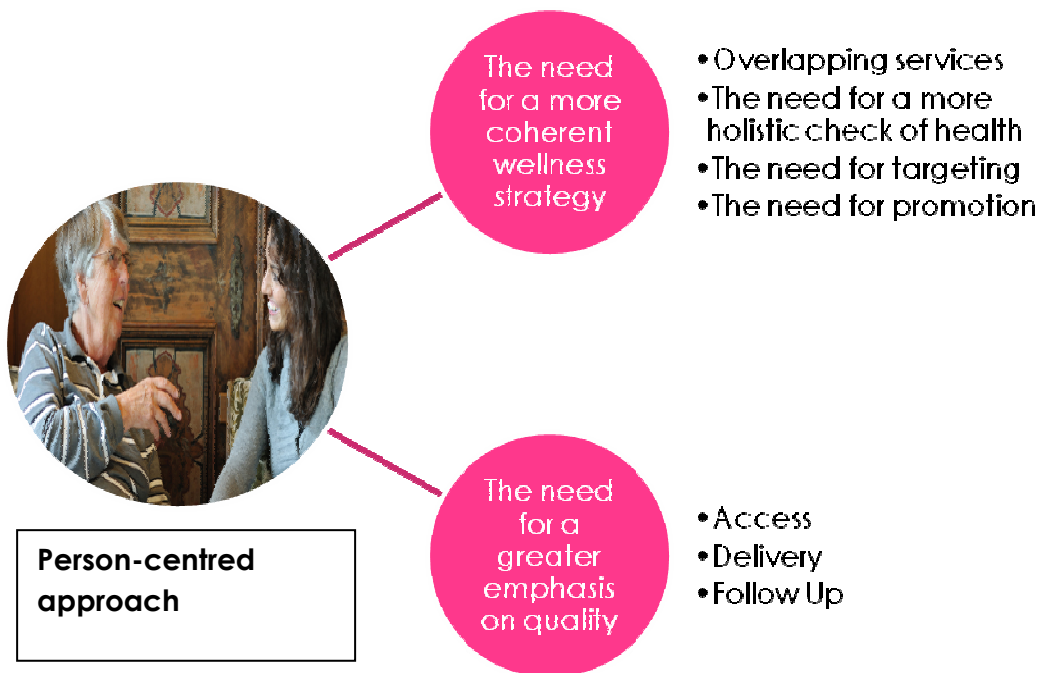


Figure 1: Summary of Residents' Views of the Health Checks Programme

What follows is a narrative describing the findings and summarising the sub-themes using quotes from the interviews and focus groups.

The need for a More Coherent Wellness Strategy

Residents were supportive of the concept of Health Checks but had questions and concerns about the programme's place in wider wellness strategy. Four sub-themes emerged:

1. Overlapping services

2. The need for a more holistic check of health
3. The need for targeting
4. The need for promotion

Overlapping Services

Residents expressed some confusion about the specific role of Health Checks. People at the older end of the eligible age range often reported that they believed that their GP already had good oversight of their general health. These residents reported that they were offered the same checks included in the Health Check already, often on an annual basis.

"You get that anyway with your older person check....My GP is always saying:'You haven't had your blood pressure taken for a while let's do it now or it's time for another blood test.' I don't understand what this Health Check adds."

By contrast other older people were concerned to ensure that they had access to more frequent checks as they got older and were concerned that they were often dismissed by the health system. This seemed to be more about the lack of intervention they were offered rather than lack of access to checks.

"They don't' want to know you once you get older.....they say oh don't worry that's just old age. But we do worry and we want to be well."

Other residents with pre-existing non-cardiovascular conditions also commented that the blood pressure and height and weight check elements of the Health Check were already carried out as part of their routine reviews. Community groups such as the Barnet Asian Old People's Association already had a nurse doing weekly visits who checked blood pressure, height and weight and provided advice and support to members.

People were not only confused about the purpose of the Health Check in this context but also concerned about value for money.

“Do they know the people they need to target? It doesn't seem like they do. If the Dr doesn't know the person has already had these checks then money is being wasted.”

The Need for a More Holistic Check of Health

People felt that the term “Health Check” was very misleading in relation to this specific programme. Residents were disappointed that the check did not look at health more holistically.

Some people felt that more wide-ranging blood tests would be useful as a general indicator of health. The following were mentioned specifically; full blood count, urea and electrolytes, liver function tests and thyroid function tests. People acknowledged that this would make the Health Check much more expensive but argued that targeting the checks at a smaller group of at risk people whilst making the check more wide-ranging might be preferable and this will be explored further in the next section.

Specific concerns were raised about the missed opportunity to identify mental health problems:

"It could be a way to reduce stigma about mental health. You come and have your health checked and of course that includes mental health. It shows people that professionals think it's important."

"What about depression? It can be very black for some people and they probably don't feel like they can bother their GP with that. Professionals should check and make people feel like they can talk about it; you know it's ok to ask for help."

"You withdraw, you don't tell anyone and then it's too late. If it was normal to be asked, people might feel..... you know like they're not a burden."

Another specific area of concern was musculoskeletal health particularly amongst those with very physical jobs or caring responsibilities:

"How much do back problems cost this country? If you could get quick access to massage or physio from a routine check it could save pain and money."

"What about bone health and the huge problems we now have with vitamin D?"

Residents also talked about joining Health Check results up with findings from all the other screening and checks they experienced to give them an overall picture of their health. Some residents linked this with concerns around lack of effective investment in NHS IT systems.

"It's not joined up; the parts of the system don't talk to each other. You need a computer programme that takes all the test results and creates a picture of your health so your GP can see straight away how it all links up."

The Need for Targeting

Residents felt that the eligible age-range seemed somewhat arbitrary. They were also interested in research to explore population groups that would benefit most from a Health Check and felt intuitively that children and younger people ought to know about risk and be supported to manage their personal risk factors.

"Why is it everyone 40-74? Don't you need to catch these things younger?"

"You could argue you should be at mums and toddlers and in the schools with all this. Especially about food and activity."

"They need a better idea which groups would benefit most.....I mean these diseases aren't they more common in some groups."

People were concerned about the burden that the scheme was placing on the healthcare system and furthermore the additional burden associated with carrying out the more holistic, person centred Health Checks that they felt were necessary to be of real benefit.

“There is an issue about targeting.....If we really cannot afford to do it properly then maybe a scaled down version is needed.”

Some people felt that there was already enough information about priority health problems in the community and that funding should be targeted on known problems. For example one resident with experience of healthcare delivery said:

“For me the most important thing is obesity....regular weight checks....support groups....partnerships with organisations like Weight Watchers.”

Other residents agreed:

“Weight is at the centre of it all. If you're overweight you're more at risk of heart disease, diabetes, cancer, back and knee problems. Regular weight checks and advice when you need it, plus support over time might be a better way to spend our money.”

The Need for Promotion

As previously discussed there was poor awareness of Health Checks as a brand and people were not clear about whether they had received a "Health Check" or just some other routine check carried out at their GP surgery. Residents made some interesting suggestions about how the scheme could be publicised and these are summarised in table two.

Potential approaches to promoting Health Checks suggested by residents
Topic on local "talk radio" or national television "magazine" shows
Article in local newspapers and magazines
Fliers in public places such as supermarket community notice boards, libraries, pharmacies, places of worship.
Information for Pharmacists to handout to customers

Table Two: Suggested Approaches to Promoting Health Checks

People also took the view that the name did not really reflect the aims of the check.

"It's not a **health** check, it's a heart, diabetes and kidney check with dementia tacked on....it just doesn't make sense."

"The real question is, what is the objective of Health Checks?"

Furthermore some people felt that screening was much more compelling as a concept than a check, although they also felt that it was not currently clear to them what was being screened as part of the Health Checks programme. This meant that people could not make a judgement about the potential benefits for them so felt this would be likely to reduce the take up.

“I just get this thing through the post and I think what's this about and why is it important for me?”

The Need for a Better Quality Service

Residents were concerned that the focus seemed to be on the number of checks offered and the number taken up. They were more concerned about the quality of the check and 3 sub-themes were evident from the data:

1. Access
2. Delivery
3. Follow Up

Access

Residents talked about needing access to Health Checks at convenient times and in convenient locations. Younger resident stated a preference for evening and weekend appointments or the opportunity to have a Health Check at their place of work or at job clubs and job centres. This was a particular concern for people who had experienced unemployment or feared being made unemployed:

“If you're looking for a job or trying to keep a job. It's hard to take time out; your boss is just not going to allow it. Going to the doctors when you're well, they would laugh and think you're lazy.”

Some people recognised the funding challenges associated with offering health checks at work, given that workplaces include people from a variety of Local Authority areas. However they wondered if a funding model could be designed that

would make the change possible, for example, top-slicing or giving the budget to individuals. This latter point was also made in relation to the option for self-assessment using calibrated blood pressure monitors and home blood sugar and cholesterol testing kits available at pharmacies.

“Why not pay the patient and give them options where to get their check. They can then pay the provider or buy stuff to check themselves.”

Residents who regularly attended local community groups wondered if checks could be offered at their routine meetings.

“If you’re a carer you can’t get out so much, we need things like this at our meetings.”

Some community groups already had visits from a nurse who carried out height, weight and blood pressure checks and let people know what they should do if there was a problem. This service did not seem to be part of the “Health Checks” scheme. People also commented that GP surgeries did not seem to be the right vehicle for Health Checks as the system was already over-burdened.

“If your GP is doing all these Health Checks it’s going to be even more impossible to get help when you’re sick.”

Older people were concerned about their ability to attend yet another appointment and again wanted the service at groups they already attended or in libraries, supermarkets and even pubs. The benefits of mobile units were frequently

mentioned in relation to providing Health Checks at all the venues discussed in this section.

“What about mobile units like they use for blood donation...with a clear NHS logo so you know it's NHS Health Checks.”

Residents were also concerned about the difficulties they might experience accessing a Health Check and talked about times when they had tried to get health services that they were entitled to but met with administrative barriers, which they found very distressing. Examples included trying to get breast cancer screening when they'd had a lump previously and having to fight for several years to get access, requesting a blood pressure check and being given a six week wait, requesting a cholesterol check because of concerns associated with family history of heart disease and getting “lost in the system.” People were clear that the system needed to be ready to deliver before Health Checks were more widely publicised or there was a risk of unnecessary stress and worry for those struggling to get a Health Check in a timely way. One resident reflected on previous difficulties with breast screening and all the distress that caused and there was a clear view that action should be taken to minimise the chance of missing people or miss-reporting risks.

Delivery

Residents talked about who should deliver the Health Check and the need for an individualised approach.

People who had experienced a Health Check described a standardised computer-based approach. Most residents did not see any risks associated with this but one

respondent was very concerned that the Healthcare Assistant who delivered her check was not able to answer her questions and seemed to be using a “script.” This respondent reported finding the advice given as “condescending” and “not at all personalised.” Other residents at this focus group agreed that this approach seemed concerning and talked about the need for the check to be conducted by a “registered professional.” Doctors, Nurses, Pharmacists and Dietitians were mentioned as suitable staff to carry out the check. People talked about the need for a “one stop shop” where you could get the results of the check and then immediate access to professional advice and support. There was concern that knowing the results of the check without swift access to credible, professional advice and support risked causing people unnecessary stress and worry.

Another resident talked about the need for the check to be collaborative, involving the person having the check in working out a plan of action with a professional. This was also a theme at a group for older people.

“Whose health is it? It’s mine not theirs, I know what works for me. Is this really about me or ticking a box for politicians. I feel very sceptical”

People were concerned that Healthcare Assistants who often deliver the checks would not have the knowledge or skills to work collaboratively with individuals as they believed they were trained to follow a process and give standard answers.

“I want to be able to ask questions about what matters to me and know the person has the knowledge to answer. I can read words on the computer screen myself... that’s not it for me.”

At one focus group this thinking triggered further discussion about the benefits of doing the actual assessment part of the Health Check online with the option to then click to see a list of local advice and support sessions. Some residents thought this support could be provided partly in groups based on individual risks.

“I've had some experience of cardiac support groups.....it was very good and could be pushed out.”

Follow Up

Residents believed that any interventions stemming from Health Checks needed to be free, implemented quickly and be reasonably long-term.

The cost and long term nature of support was a particular issue in relation to weight management and exercise on referral. People talked about these areas requiring initial and then intermittent, ongoing professional advice supported in between by people who would “walk alongside” them in order to help them stick with the changes they needed to make. For example one resident was shocked at the cost and short-term nature of the exercise on referral programme.

“It's still £12.95 a month and it goes up after a few months...how can you do that when you are on benefits? You need someone to help you stick to it and that needs to be available to everyone.”

Other residents had enjoyed being part of walking groups but expressed concern that these were not supported long term and relied on the good will of residents.

“I used to lead a walking group and the council said you know you take it over. But I can't do that I've got my own health problems and stress I need to think about me.”

Residents who were part of community groups thought that long term funding for exercise classes at their regular meetings might deliver better value for money and would allow the sessions to be tailored to the needs of the group:

“You may have had an accident and people don't realise you need to build up your muscle strength....Lots of us here have had accidents if we could have supervised exercise it would help us get fit and prevent us having more falls.”

People were very clear that these interventions needed to have strong professional oversight to ensure that the advice was correct and useful.

“Your needs must be followed up by the relevant professional so that you get appropriate information and accurate answers to your questions.”

People were also very keen to ensure that GPs remained at the fulcrum so they could provide oversight for all the interventions.

“Your GP is the central point and has a duty of care.”

Good IT support was highlighted as being essential to successful delivery.

“If this was being done properly the computer would note the results and automatically refer for the right follow up.”

Summary

This work has shown that the residents of Harrow and Barnet have a strong interest in taking care of their health and some insight into the funding constraints of current times. People were keen to capitalise on all the screening and routine checks that were already taking place by pulling together the findings to give people and their GPs a clear picture of their health from a broad perspective. People clearly needed screening and checks to be provided at convenient times and in convenient places and the GP surgery was seen as only one potential venue, with mobile units offering benefits to working people, older people, carers and those with existing health problems.

Residents made a distinction between the assessment part of the health check and the ongoing advice and support. There was a strong view that advice and support must have relevant professional oversight whilst some of the long-term motivational elements could be supported by peers, who were in turn well supported financially and administratively.

These findings provide important information for Public Health and wider wellness strategy development as well as information to help shape the Health Checks programme specifically.

Discussion and Areas for Further Work

The findings from this community engagement work in Barnet and Harrow reflect and further illuminate some of the key themes in recent publications about the ongoing development of Health Checks (Department of Health and Public Health England 2013, Public Health England 2013 a and b, Public Health England and Research Works 2013) as follows:

1. Marketing and promotion
2. Value for money
3. Innovative approaches to delivery
4. The need for effective IT
5. Competency of providers

This next section reflects on these themes in the light of the findings of this work and makes suggestions for local consideration.

Marketing and Promotion

Public Health England (PHE) has developed an action plan for ongoing implementation of NHS Health Checks (Public Health England 2013 b.) Action two states:

“PHE will work with local authority NHS Health Check teams to test the potential impact of behavioural insight and marketing interventions on uptake. This will include developing options for improving the NHS Health Check brand, establishing the effectiveness of different approaches to

recruitment and testing marketing campaigns to support uptake locally and nationally.”

This community engagement work showed that people were not familiar with Health Checks as a brand but also that they wanted to understand more about the objectives of the Health Checks programme from their perspective as individuals. For the Health Checks programme to be successful, GPs will need to be convinced of the value at a population level and the public will need to understand the benefits for them personally. There is a danger that promotional work might focus too much on health benefits for the nation and too little on health benefits for individuals, families and communities.

Value for Money

PHE intend to carry out further work to refresh the economic case for Health Checks (Public Health England 2013 a and b.) Residents from Barnet and Harrow were particularly concerned about overlap with other screening services and checks and will want to see that this has been taken into account. Furthermore residents highlighted the potential benefits of a more joined up approach to supporting wellness, capturing all the checks and screening already taking place, allowing Health Checks to be individualised to fill in any gaps.

PHE acknowledge the need to consider indirect harm from generating an increased workload in primary care and the cost of investing in Health Checks at the expense of other Public Health initiatives (Public Health England 2013 a.) These were both issues raised by residents in this study who for example questioned the benefits of a

Health Check programme targeted at those aged 40-74 compared to the benefits of investing more in diet and lifestyle initiatives with children and younger people.

Furthermore residents highlighted concerns about the need for greater investment in lifestyle initiatives to support people identified as being at risk to make long term lifestyle changes. In particular residents felt it was important that interventions were free of charge to ensure that everyone could benefit and also that support to help people change their lifestyles was available on a more long-term basis. This will require innovation in delivery to develop schemes that are both affordable and effective. Residents would have much to offer in the co-development of such schemes and longitudinal exploration of the benefits.

Innovative Approaches to Delivery

A recent report (Public Health England and Research Works 2013) highlighted that in some areas, good uptake of Health Checks was thought by commissioners to be associated with the following:

1. Commissioning of community teams to go to community centres, shopping centres, leisure centres, church groups, farmers' markets, football clubs and workplaces to deliver Health Checks.
2. Taking a Health Bus to supermarket car parks and other public places to deliver Health Checks to passing members of the public and others who had been given the Health Bus itinerary by their GP surgery.
3. Offering early morning or evening clinics to enable working people to access a check.

All these points were highlighted by residents in this study and it would be interesting for local commissioners to explore areas where these approaches to delivery have been effective and consider the implications locally. Public Health England is also exploring approaches to commissioning and delivery (Public Health England 2013b) and it will be interesting to participate in this work and consider the findings as they evolve.

The Need for Effective IT

Effective IT will be important for identifying people in the target population, collating data and information about individual risks, ensuring that individuals get access to all the relevant follow up in a timely way, evaluating the benefits of the programme and aggregating information from individual to population level. PHE talk about exploring:

“...the use of innovation and IT technologies to allow the seamless flow of NHS Health Check data across the health and social care system.” Public Health England 2013 b

This study showed that residents wanted IT solutions to go further than this joining up data and information from other checks and screening initiatives in order to provide a more holistic view of their health. Whilst it is likely that the technology exists to achieve this, the health and social care system has experienced significant challenges in joining up IT across provider organisations. Despite the challenges the findings of this work indicate that achieving a more joined up approach should remain an aim.

Competency of Providers

Whilst this work only reflects the views of a very small number of people who have actually had an NHS Health Check it is interesting that the issue of competence was raised by residents. One respondent in particular was very keen to raise this issue and their views do mirror a key statement in PHEs Implementation Review and Action Plan (Public Health England 2013 b.) PHE state that:

“NHS Health Checks can and have been provided by a range of health professionals (GPs, nurses, healthcare assistants, volunteers etc). Further work needs to be undertaken to understand the value of using different types of professionals for different populations.....Some practitioners have suggested that they do not feel qualified to undertake lifestyle assessment discussions”

Several residents who had not had a Health Check felt that delivery of the advice and support element of the check had to be managed by a registered professional. Residents also talked about the potential for using Dietitians and Pharmacists to support Health Check delivery. Residents felt that it was important for advice and support to start seamlessly in the context of the discussion of risk and so stressed that registered professionals needed to have responsibility for this. Implementing this type of approach needs to be considered in discussion with Professional Regulatory Bodies such as the General Medical Council, the Health and Care Professions Council, the Nursing and Midwifery Council and the General Pharmaceutical Council as well as Health Education England and the local LETB, Health Education North West London and education providers.

Conclusion

There is currently a ground-swell of activity around Health Checks both nationally and locally and this presents an opportunity for debate and action to make improvements to the programme. Residents are the people this initiative seeks to benefit at individual, local and Borough-wide population levels. There are great opportunities for collaborations across local Borough boundaries and for strong and meaningful community engagement to develop the programme and design ways for it to link up with other wellness initiatives both in terms of assessing risk and implementing lifestyle change.

The researcher would like to thank local residents involved in this work for their time, honesty and innovative ideas which can now help shape the future of Health Checks across the Boroughs of Barnet and Harrow.

Appendix One: Groups that Participated in the Engagement

Harrow Carers

Harrow Healthwatch

Beacon Community Centre on the Rayner's Lane Estate

Pinn Medical Centre PPG Executive

Harrow Mencap

Barnet Asian Old People's Association

Barnet Voice for Mental Health

Barnet Centre for Independent Living

Barnet Healthwatch

Grahame Park Estate Work Club

GP Patient Participation Groups across Harrow and Barnet via Practice Managers and PPG Chairs.

Appendix Two: Fliers for Focus Groups

Are you aged 40-74? Are you interested in keeping Barnet healthy?

Everyone aged 40-74 is entitled to a Free Health Check to help prevent heart disease, kidney disease and diabetes.

- ∇ What do you think about this idea?
- ∇ How could we let people know about Health Checks?
- ∇ Do you have experiences to share about trying to book a Health Check or having a Health Check?
- ∇ Perhaps you think there are better ways to keep Barnet Healthy?

Come and share your views

On: 12th November 2013 at 11-12 noon
In: Committee Room 1, Hendon Town Hall, The Burroughs, NW4 4AX

To book a place or for more information please contact:
stephanie.fade@whatmatterscubed.com

Are you aged 40-74? Are you interested in keeping Harrow healthy?

Everyone aged 40-74 is entitled to a Free Health Check to help prevent heart disease, kidney disease and diabetes.

- ∇ What do you think about this idea?
- ∇ How could we let people know about Health Checks?
- ∇ Do you have experiences to share about trying to book a Health Check or having a Health Check?
- ∇ Perhaps you think there are better ways to keep Harrow Healthy?

Come and share your views

On: Tuesday 19th November 12.30-13.30
At: Committee Room 5, Harrow Council, Station Road, Harrow, HA1 2XY

Travel costs and parking will be reimbursed

To book a place or for more information please contact:
stephanie.fade@whatmatterscubed.com

Appendix Three: Survey Questions

Health Checks Community Engagement Survey

1. Male Female
2. If you are happy to give it, we would like to know your postcode. We would like this information to ensure that we consider views from across the Borough.

Postcode

3. If you are happy to tell us, we would like to get an idea of your age

We would like this information so that we consider views from all ages of people entitled to a Health Check in the next 5 years

35-40	<input type="checkbox"/>
40-50	<input type="checkbox"/>
50-60	<input type="checkbox"/>
60-70	<input type="checkbox"/>
70-74	<input type="checkbox"/>

4. If you are happy to share your ethnicity/heritage with us, please let me know which statement best describes you

White		Black or Black British	
British	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>
Irish	<input type="checkbox"/>	African	<input type="checkbox"/>
Any other White background (AND WRITE BELOW)	<input type="checkbox"/>	Any other Black background (AND WRITE BELOW)	<input type="checkbox"/>
Mixed		Asian or Asian British	
White & Black Caribbean	<input type="checkbox"/>	Indian	<input type="checkbox"/>
White & Black African	<input type="checkbox"/>	Pakistani	<input type="checkbox"/>
White & Asian	<input type="checkbox"/>	Bangladeshi	<input type="checkbox"/>
Any other Mixed background (AND WRITE BELOW)	<input type="checkbox"/>	Any other Asian background (AND WRITE BELOW)	<input type="checkbox"/>

Chinese and Other ethnic groups			
Chinese	α	Other ethnic group (AND WRITE BELOW)	α

5. Have you heard of NHS Health Checks?

Yes α **Go to Q6**

No α **Go to Q7**

6. Have you had a Health Check?

Yes α **Go to Q9**

No α **Go to Q7**

7. Would you like a Health Check (An explanation of the check will be given first as required.)

Yes α **Please contact your GP and thanks for your time**

No α **Go to Q8**

8. Please help us understand why you think the Health Check is not right for you

a) I don't have time α

b) I already know enough about my health α

c) I don't think the service will be very good α

d) It might make me worry about my health α

e) I find it embarrassing to talk about my health α

f) Other (please describe) α

Thank you for your time.

9. Would you recommend a health check to other people?

Yes **Go to Q10**

No **Go to Q11**

10. Please help us understand why you would recommend Health Checks

11. Please help us understand why you would not recommend Health Checks.

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NHS Health Checks Scrutiny Review

Final Report

January 2014



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Appendix A – Community Engagement Report

1. Executive Summary

1.1 Aim of Review

- 1.1.1 The aim of this Scrutiny Review was to review the current delivery model and performance of the NHS Health Checks Programme in Barnet and Harrow, consider the views of key stakeholder and residents on the programme, analyse options and make recommendations to inform the commissioning strategy in both boroughs.

1.2 Background to NHS Health Checks

- 1.2.1 The NHS Health Checks programme is a national risk assessment and management programme which assesses an individual's risk of heart disease, stroke, kidney disease, dementia and alcohol misuse with the objective of reducing death rates and the burden of disease from these conditions. It is a mandatory service provided by local authority public health teams.
- 1.2.2 The eligible cohort are aged 40 to 74 – approximately 91,000 people in Barnet and 64,000 people in Harrow. Public Health England expect 20% of the eligible population to be invited each year over a five year rolling programme with an update of approximately 75%. In Barnet this equates to 18,200 per year and 13,650 Health Checks completed. In Harrow this equates to 12,800 per year and 9,600 Health Checks completed.

1.3 Summary of Services / Existing Contracts

- 1.3.1 Currently in Barnet, 44 of 70 GP practices are signed up to deliver NHS Health Checks. However, 14 out of the 44 have not delivered any checks. At the time of the review, it was not possible to obtain the number of GP practices in Harrow signed up to deliver NHS Health Checks due to data transfer issues. Contracts in Barnet and Harrow have been transferred from primary care trusts and so continue to be delivered on that basis, although the Public Health team are reviewing performance and developing options for the checks to be delivered in the future.

1.4 Activity Levels and Current Performance

- 1.4.1 In 2012/13, Barnet and Harrow performed below the Department of Health target for performance – offering a Health Check to 20% of the eligible population. However, it should be noted that in 2012/13 Health Checks were still commissioned by primary care trusts and there remains scope to improve performance during the final years to the five year programme.
- 1.4.2 During the review, undertaking an analysis of performance for both boroughs was problematic as a result of the transfer of data from the primary care trusts to local authorities.

1.5 Strategic Direction and Policy Drivers

- 1.5.1 Public Health England and the Department for Health have placed an emphasis on the NHS Health Checks programme as a platform to provide a significant opportunity to tackle avoidable deaths, disability and reduce health inequalities in England. Barnet and Harrow are one of five NHS Health Checks Scrutiny Development areas and findings from this review will link into this national programme.
- 1.5.2 Locally, NHS Health Checks are priorities identified in the Corporate Plans and Health & Well Being Strategies of both Barnet and Harrow councils.

1.6 Best Practice

- 1.6.1 Barnet and Harrow currently deliver NHS Health Checks primarily through GP practices. The review considered a number of different areas nationally that were high performing or provided Health Checks through alternative or targeted delivery models. Consideration of best practice examples assisted the Scrutiny Review to make recommendations regarding delivery models to inform the future commissioning strategy.

1.7 Evidence

- 1.7.1 In addition to considering best practice and current performance, the review considered the views of key stakeholders including residents who were eligible for checks, specific sections of the community, commissioners, providers and other interested groups.

1.8 Return on Investment

- 1.8.1 The review has been conducted using the Centre for Public Scrutiny Return on Investment Model which seeks to quantify what the return on investment would be for a specific course of action being taken as a result of the scrutiny review.
- 1.8.2 The economic argument behind the NHS Health Checks screening programme is that the early detection of certain conditions or risk factors enables early intervention which can take the form of medical treatment or lifestyle changes. Treating conditions in their early stages or managing risk factors will:
- i. be much more cost effective than treating chronic conditions; and
 - ii. result in an overall improvement in the health and wellbeing of the general population.

1.9 Recommendations

1.9.1 Findings and recommendations are intended to inform the future commissioning and management of the NHS Health Check Programme in Barnet and Harrow.

	Theme	Recommendation and Rationale
1	Health Checks Promotion	It is recommended that Public Health England develop a national communications strategy to promote awareness and advantages of Health Checks, supported by local campaigns. The campaign should seek to incentivise people to undertake a Health Check (e.g. by promoting positive stories relating to proactive management of risk factors or early diagnosis as the result of a check).
2	Providers / Flexible Delivery	Health Checks should be commissioned to be delivered through alternative providers (e.g. pharmacies, private healthcare providers etc.) and at alternative times (e.g. evenings / weekends), and in different locations (e.g. mobile unit at football grounds, shopping centres, work places, community events etc. or via outreach (e.g. at home or targeting vulnerable groups)) to make Health Checks more accessible.
3	Treatment Package	All elements of the Health Check should be delivered in a single session to streamline the process and make the experience more attractive. Commissioners should investigate feasibility of tailoring treatment options to specific communities.
4	Referral Pathways	The patient pathway should clearly define the referral mechanisms for those identified as:- <ul style="list-style-type: none"> • Having risk factors; and • Requiring treatment
5	Restructure Financial Incentives	Barnet and Harrow have different payment structures. It is recommended that contracts are aligned (preferably in accordance with a standard contract agreed via the West London Alliance) and that Health Check providers are paid on completion only.
6	Resources	Public Health England and local authorities must consider the cost of the whole patient pathway and not only the risk assessment or lifestyle referral elements of the Health Check. Health Checks are currently not a mandatory requirement for GPs (delivered by Local Enhanced Service contracts) meaning that they may not be incentivised to deliver and nor have

		the capacity (human resources and physical space) to deliver. Nationally, Public Health England and NHS England should consider the cost of the whole pathway and on that basis a whole system review is recommended.
7	Targeting	It is recommended that the Health Checks commissioning strategy should deliver a 'whole population' approach (offering checks to eligible population cohort), complemented by targeting of specific groups or communities particularly:- <ul style="list-style-type: none"> • men (who statistically have a lower up-take than women); • faith communities(who statistically have a high prevalence of certain diseases); and • deprived communities (where there is a statistical correlation between deprivation and a low uptake of Health Checks)
8	Screening Programme Anxiety	It is recommended that Public Health England, clinicians and local commissioners give consideration to managing potential public anxiety in participating in a screening programme.
9	Barriers to Take-Up	Commissioners are recommended to research the reasons for the public not to participate in the Health Checks programme to identify what the barriers to take-up are. On the basis of the research findings, targeted engagement with under-represented groups is recommended.
10	Learning Disabilities	It is recommended that Public Health England, clinicians and local commissioners give consideration to incorporating adults with learning difficulties into the Health Checks programme before age 40 due to their overrepresentation in the health system

2. Scope

- 2.1 Public Health England (PHE), the Local Government Association (LGA) and NHS England launched the NHS Health Check Implementation Review and Action Plan in July 2013. The purpose of the review was to consider progress made with the NHS Health Checks programme since its launch in 2009 and consider how to use the programme as a platform to provide a significant opportunity to tackle avoidable deaths, disability and reduce health inequalities in England.
- 2.2 PHE, the LGA and NHS England recognise that the involvement of local commissioners and providers is key to successful implementation of the NHS Health Checks programme.
- 2.3 In Spring 2013, the Secretary of State for Health launched a call to action to reduce avoidable premature mortality and the NHS Health Check programme has been identified as one of the 10 main actions which will assist in reducing premature mortality and focus on improving prevention and early diagnosis.
- 2.4 The *Global Burden of Disease* report (2013) highlighted the need to reverse the growing trend in the number of people dying prematurely from non-communicable diseases. Public Health England estimate that each year NHS Health Checks can prevent 1,600 heart attacks and save 650 lives, prevent 4,000 people from developing diabetes and detect at least 20,000 cases of diabetes or kidney disease earlier. As such, there is a national recognition that PHE should support local authorities to commission successful NHS Health Check programmes.
- 2.5 Further information on the economic case and health benefits of the NHS Health Checks Programme are set out in detail in the DoH and PHE Health Checks Implementation Review and Action Plan.¹
- 2.6 Within the Health Checks Implementation Review and Action Plan, Issue 3 (Providing the NHS Health Check) states that 'PHE will collaborate with the Centre for Public Scrutiny to work with several test bed sites to explore approaches to effective commissioning of the programme.'
- 2.7 In accordance with the national programme, the Centre for Public Scrutiny (CfPS) launched a programme in April 2013 to support local authority scrutiny functions to review their local approach to NHS Health Checks using its Return on Investment model. A joint bid for support was made by the London Boroughs of Barnet and Harrow (who have a shared Public Health function) and the bid was successful. Members from both Barnet and Harrow supported the review of NHS Health Checks as it provided an opportunity to

¹ DoH and PHE Health Checks Implementation Review and Action Plan https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224805/NHS_Health_Check_implementation_review_and_action_plan.pdf

consider the local approaches to the check following the recent transfer of public health functions from the NHS to local authorities(from 1 April 2013).

2.6 The scope of the Barnet and Harrow joint review was agreed as follows:

- Identify ways in which NHS Health Checks can be promoted within each borough under the leadership of the Joint Director of Public Health;
- Explore the extent to which NHS services promote the NHS Health Checks to eligible residents;
- Consider the capacity of GPs, local pharmacies or other suitable settings to undertake Health Checks;
- Determine the extent to which secondary services are available to those who have been identified as having undetected health conditions or identified as being at risk of developing conditions without lifestyle changes;
- Identify examples of best practice from across England to inform the approach of Barnet and Harrow to commissioning and monitoring the NHS Health Checks Programme;
- Explore whether GPs could be organised on a cluster basis to deliver NHS Health Checks in each borough; and
- Utilise the CfPS Return on Investment model to undertake an analysis of the cost/benefit of developing the NHS Health Checks Programme. The outcomes from this will influence the recommendations

2.7 The review took place between September and December 2013. This report includes the context, background, policy context, best practice examples, performance, methodology and key findings and recommendations.

3. Background

3.1 NHS Health Checks

- 3.1.1 The NHS Health Check is a health screening programme which aims to help prevent heart disease, kidney disease, stroke, diabetes and certain types of dementia. Everyone between the age of 40 and 74 who has not already been diagnosed with one of these conditions or have certain risk factors will be invited (once every five years) to have a check to assess their risk. Once the risk assessment is complete, those receiving the check should be given feedback on their results and advice on achieving and maintaining a healthy lifestyle. If necessary individuals should then be directed to either council-commissioned public health services such as weight management services, or be referred to their GP for clinical follow up to the NHS Health Check including additional testing, diagnosis, or referral to secondary care.
- 3.1.2 There is a statutory duty for councils to commission the risk assessment element of the NHS Health Check programme and this will be monitored by the Public Health Outcomes Framework². Health Checks were previously commissioned by the primary care trusts which were abolished with the implementation of the Health and Social Care Act 2012.
- 3.1.3 The Public Health Outcomes Framework focuses on two high-level outcomes:
1. Increased life expectancy
 2. Reduced differences in life expectancy and healthy life expectancy between communities
- 3.1.4 The Health Checks programme requires collaborative planning and management across both health and social care. Health and Well Being Boards are therefore vitally important in the local oversight of this mandated public health programme³.
- 3.1.5 As part of the Health Checks programme, local authorities will invite eligible residents for a health check every five years on a rolling cycle. Health Checks can be delivered by GPs, local pharmacies or other suitable settings. In Harrow and Barnet Health Checks are currently delivered exclusively at GP surgeries.
- 3.1.6 The tests comprise a blood pressure test, cholesterol test and Body Mass Index Measurement. Following the test, patients will be placed into one of three categories of risk: low, medium or high. Patients are offered personalised advice based on the outcome of their check.

²https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/216159/dh_132362.pdf

³www.healthcheck.nhs.uk

3.2 Funding

3.2.1 The public health funding allocation is ring-fenced, to be spent only on public health functions. In Barnet, the current contractual liabilities do not cover all of the mandatory functions for councils in respect of public health. Historically in Barnet there has been no permanent budget line to cover NHS Health Checks. In Barnet and Harrow the 2013/14 commissioning plans allocate approximately £0.5m towards the provision of NHS Health Checks in each borough.

3.2.2 LB Barnet and LB Harrow Health Check Budget:

Barnet

- November 2012 – 31 March 2013 –£150,000
- 1 April 2013 – 31 March 2014 –£500,000

Harrow

- 1 April 2012 – 31 March 2013 –£456,000
- 1 April 2013 – 31 March 2014 –£456,000

3.2.3 Figures are based on national calculator costs of implementation and an enhanced programme offering. In Barnet, this represents a large increase in investment compared to 2012/13. The final cost will depend on negotiations with providers on the unit cost of the health check element of the budget.

3.3 Commissioning

3.3.1 Year 1 – the joint Public Health team have been limited during year 1 (2013/14) due to the transfer of existing contracts from primary care trusts to the local authorities. Whilst this has constrained the service delivery options, this has enabled the Public Health team to carry out a data base-lining exercise which will be used to support de-commissioning or re-commissioning decisions.

3.3.2 Year 2 – the joint Public Health team have an opportunity from year 2 (2014/15) onwards to develop a commissioning strategy for NHS Health Checks in Barnet and Harrow based on findings of this scrutiny review.

3.3.3 At present, Barnet and Harrow have different payment mechanisms. Barnet GPs are paid for both offers and completions, whilst Harrow GPs are paid on completion only. At present, Barnet GPs may be incentivised to make offers only as they will receive payment for this element of the check. The Scrutiny Review are recommending that the financial incentives be restructured to maximise the impact of the programme locally (see recommendation 5).

3.4 Link to Corporate Priorities and Health & Well Being Strategies

- 3.4.1 In Barnet, the Corporate Plan 2013 – 2016 has a corporate priority “To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health” and priority outcome of working with the local NHS to encourage people to keep well by increasing the availability of health and lifestyle checks for those aged between 40 and 74, and promoting better use of green space and leisure facilities to increase physical activity.
- 3.4.2 The Barnet Health and Well-Being Strategy (Keeping Well, Keeping Independent) 2012 – 2015 identifies that, in relation to lifestyle factors, that statutory agencies need to “Increase both the offer and take-up of health and lifestyle checks in primary care to all people aged between 40 and 74 years to help reduce risk factors associated with long term conditions.” A target of delivering a “Year on year increase based on the 2009/10 baseline of people aged between 40 and 74 who have received an NHS Health Check. In five years our coverage should be 80%.”
- 3.4.3 In Harrow, the Corporate Plan 2013 – 2015 has a corporate priority of “Supporting residents most in need, in particular, by helping them find work and reducing poverty” and a outcome of delivering “...an efficient public health service with the resources available, to positively influence residents’ health and wellbeing.”
- 3.4.4 The Harrow Health and Well-Being Action Plan 2013 – 2016 has under the objective of “Early identification of cardiovascular disease and diabetes through the health checks programme” the following targets:
1. Promote uptake of health checks including use of social marketing (June 2013)
 2. Evaluate outcomes and referrals onto other services as a result of health checks programme (March 2014)
 3. Implement a programme of activity to provide health checks to Harrow residents who are not yet registered with GPs (September 2013)

3.5 Marmot Review

- 3.5.1 Sir Michael Marmot was commissioned by the Government to review what would best reduce health inequalities in England⁴. The review proposed that health interventions should be offered to everyone (and not just the most deprived) but that it must be ‘proportionate to the level of disadvantage’ – the principle of ‘proportionate universalism.’

⁴<http://www.instituteofhealthequity.org/Content/FileManager/pdf/fairsocietyhealthylives.pdf>

4. Context

National Context

4.1 Purpose and Rationale

4.1.1 The purpose of the NHS Health Check has been outlined in sections 1 and 3 above.

4.1.2 The rationale for the NHS Health Check programme is to identify those who are at a higher risk of developing certain illnesses at a stage where the illness may still be prevented and/or future complications of an illness could still be avoided. The NHS Health Checks screening programme is expected to have beneficial effects on people's health, as well as saving money in the health and social care economy in the future as costly interventions will be prevented. Public Health England recommends that 20% of the eligible population should be invited each year and that councils should aim for 75% of those offers to be taken-up.

4.1.3 Local authorities took over responsibility for the NHS Health Check from 1 April 2013. Nationally, the check is most likely to be offered in GP surgeries and local pharmacies. However, a number of areas have offered and/or delivered health checks via different providers and in other suitable and accessible locations in the community. Examples of alternative delivery models are explored in section 5 of this report.

4.2 Responsibilities

4.2.1 Local authorities are responsible for commissioning the Health Checks programme and have a statutory obligation to provide the patients GP with the outcomes and data of an individual's Health Check. Local authorities are responsible for commissioning the checks and for monitoring the amount of invitations and take-up. Clinical Commissioning Groups (CCGs) are responsible for ensuring that there is appropriate clinical follow-up such as additional testing, referral to secondary care and on-going treatment. The connection between these two aspects of the programme is essential in making it successful.

4.3 Budget, Potential Savings and Take-Up

4.3.1 The Department of Health (DoH) has estimated that the NHS Health Check programme is likely to be cost effective in the long-term. The programme is underpinned by cost-benefit modelling which considers cost in relation to quality adjusted life years (QALY – the number of years added by the intervention) which shows that it is extremely cost effective. The programme is also likely to generate significant social care savings as a result of a

reduction of people accessing care through ill health. The cost calculations include two components:

- The cost of the check itself plus any follow-on tests or monitoring; and
- The cost impact of the interventions that are provided as a result of the NHS Health Checks.

Modelling conducted by the Department for Health when the programme began in 2008/09 proposed that a basic NHS Health Check would cost in the region of £23.70. This does not include the cost of lifestyle and other follow-up services provided by local authorities and health to reduce the health risks identified by the check.

4.3.2 The estimated savings to the NHS budget nationally are around £57 million over four years, rising to £176 million over a fifteen-year period. It is estimated that the programme will pay for itself after 20 years as well as having delivered substantial health and well-being benefits⁵.

4.3.3 A substantial number of people will need to receive the NHS Health Check and subsequent support for the programme is necessary in order to achieve its estimated savings. Current data shows that this expected to be a significant challenge. A study analysing data from the NHS Health Checks programme in 2011/12, published in the Journal of Public Health⁶ in August 2013, concluded that coverage was too low currently to make the programme pay for itself. An article in Pulse Today found that national figures for 2012/13 showed that overall uptake (the proportion of people invited who received the check) was 49%, having fallen back from 51% the previous year⁷. This data indicates that significant steps will need to be taken at a local and national level to improve take-up. Local authorities have a legal duty to seek continuous improvement in the percentage of eligible individuals taking up their offer of a NHS Health Check as part of their statutory duties. The higher the take up rates for the programme, the greater the reach and impact of the programme and the more likely the programme is to tackle health inequalities.

4.3.4 The NHS Health Checks website offers a 'Ready Reckoner' tool which can be used to identify the potential service implications, health benefits and cost savings of NHS Health Checks per local authority. The tool uses 2010 population data from Office for National Statistics to base its estimates on and presumes that 20% of the eligible population is invited to a health check each year, and that the 75% of these people will take up the offer of a health

⁵ DoH and PHE Health Checks Implementation Review and Action Plan https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224805/NHS_Health_Check_implementation_review_and_action_plan.pdf

⁶ <http://jpubhealth.oxfordjournals.org/content/early/2013/07/22/pubmed.fdt069.abstract?sid=0cf9fa5e-eb55-4946-8f48-0d696fbd20e2>

⁷ http://www.pulsetoday.co.uk/clinical/therapy-areas/cardiovascular/less-than-half-of-patients-attend-nhs-health-checks-show-official-figures/20003835.article#.UI_vX9K-qK4

check⁸. The extent to which Barnet and Harrow are achieving this performance will be explored in detail in section 6

Indicative Costs and Savings for Barnet

4.3.5 Applying the Ready Reckoner Tool⁹ for Barnet, it is estimated that the total cost of providing NHS Health Check for one year based on national estimates would be £673,408 (against an approved budget of £500,000 for 2013/14). The workforce requirements to undertake NHS Health Check in this year would be 4,243 hours of time to invite people to Health Check and arrange appointments, 5,039 hours of contact time for the Health Check tests and 3,536 hours of contact time for feedback on the results.

4.3.6 The estimated total cumulative costs and savings that will arise due to the interventions put in place following an NHS Health Check are:

	Costs	Savings	Net savings
1 st year after checks	£ 673,408	£ 107,397	£ (566,011)
5 th year after checks	£ 1,373,409	£ 705,042	£ (668,367)
10 th year after checks	£ 1,679,593	£ 1,475,877	£ (203,716)
15 th year after checks	£ 2,056,281	£ 2,014,528	£ (41,753)
20 th year after checks	£ 2,367,931	£ 2,419,419	£ 51,487

Indicative Costs and Savings for Harrow

4.3.7 Applying the Ready Reckoner Tool estimation for Harrow is that the total cost of providing NHS Health Check for one year based on national estimates would be £458,726 (against an approved budget of £456,000). The workforce requirements to undertake NHS Health Checks in this year would be 2,874 hours of time to invite people to Health Check and arrange appointments, 3,424 hours of contact time for the Health Check tests and 2,395 hours of contact time for feedback on the results.

4.3.8 The estimated total cumulative costs and savings that will arise due to the interventions put in place following an NHS Health Check are:

	Costs	Savings	Net savings
1 st year after checks	£ 458,726	£ 73,347	£ (385,380)
5 th year after checks	£ 936,550	£ 481,750	£ (454,800)
10 th year after checks	£ 1,141,916	£ 1,005,487	£ (136,429)
15 th year after checks	£ 1,396,064	£ 1,369,713	£ (26,352)
20 th year after checks	£ 1,604,439	£ 1,642,587	£ 38,147

⁸http://www.healthcheck.nhs.uk/commissioners_and_healthcare_professionals/national_resources/ready_reckoner_tools

⁹Total costs and savings will vary across Local Authorities, depending on demographic factors. More detailed information about the health benefits can be found when using the Ready Reckoner Excel tool.

4.3.9 The Ready Reckoner tool provides some indicative data on the potential costs and savings in each borough. Whilst the tool highlights that the NHS Health Checks programme will take 20 years to provide net savings, these savings will be across the whole health economy and will result in improved health and well-being for people more generally.

4.4 Approaches to Implementation

4.4.1 The NHS Health Check Programme is most beneficial when it reaches people that would not otherwise be identified as being at risk, for example, people who are unlikely to visit their GP's regularly now. Reaching these groups is difficult, but will be an essential aspect of successfully implementing the NHS Health Checks programme in Barnet and Harrow.

4.4.2 The health and financial benefits associated with the programme will not accrue until people's risk of diseases has been reduced. This reduction can be achieved by medication, but also by changes in lifestyle such as increasing exercise, following a healthy diet and giving-up smoking. These changes in lifestyle are often difficult to achieve for people, even when they are provided with support services. There is, therefore, a balance to be achieved between medical interventions and encouraging people to take ownership of their own health and well-being. In line with other public health programmes (such as the Smoke Free initiative), the NHS Health Checks programme commissioned in Barnet and Harrow should seek to achieve a balance between intervention and individual responsibility for healthy lifestyle choices. Measuring the impact of the programme should have a medium to long-term perspective to ensure that lifestyle changes are maintained by individuals on an on-going basis.

4.4.3 The NHS Health Check Implementation Review and Action Plan describes commissioners' and providers' experiences with implementing the NHS Health Checks Programme. The review identifies that several commissioners considered that successful implementation had been driven by a 'mixed model' for delivery. GP's were central to the successful delivery of the Programme as they hold patients records and are a trusted source of care for most patients. However, GP services can be supplemented by a variety of other providers as follows:

- Community Teams – commissioned to make contact with those who are typically resistant to presenting in a doctor's surgery by visiting community centres, shopping centres, leisure centres, church groups, markets, football clubs and work spaces.
- Health Buses – used in supermarket car parks and other public spaces, both for walk-ups and by people notified by their GP's that the service would be available at that time and place.
- Private Providers – commissioned to provide Health Checks in collaboration with GP's who are sometimes able to provide a room in their surgeries.

- Pharmacies – used with mixed success, as they sometimes lack private space to perform the checks and can have difficulties in targeting the right audiences.

4.4.4 Public Health England is currently working on providing a repository of local case studies to support local implementation which will be published on the NHS Health Checks website.

4.5 Experts Views on NHS Health Checks Screening Programme

4.5.1 Whilst it is anticipated that there will be significant potential health and financial benefits as a result of the NHS Health Checks programme, there is a limited amount of peer reviewed evidence to support the success of mass screening programmes. Whilst PHE and DoH advocate the programme and are promoting and investing in it, a number of health care professionals have expressed concern regarding the effectiveness of the programme.

4.5.2 Dr Richard Vautrey, Deputy Chairman of the British Medical Association's GPs Committee, has said that “Last year they were talking about taking money from disease prevention, now they want to do this. We are very suspicious. Previous screening programmes have been introduced after much consideration and analysis of evidence. It doesn't seem like this is.”¹⁰

4.5.3 Professor Nick Wareham, Director of the Medical Research Council Epidemiology Unit, has said that the current programme may not represent the best use of resources. Instead, the advisor to Public Health England urged public health leaders to target high-risk individuals as the evidence suggested this was likely be cost-effective.¹¹

4.5.4 A study by NHS Heart of Birmingham, published in BMJ Open in March 2013¹² suggested that the NHS Health Checks Scheme programme overlooks a third of patients at high risk of having or developing diabetes, as patients with high HbA1c levels, but with normal or low body weight were not identified for further tests.¹³

4.5.6 The Chair of the Royal College of General Practitioners, Professor Clare Gerada, has backed a call from Danish researchers for the NHS Health Checks programme to be scrapped.¹⁴¹⁵ The Danish research evaluated screening programmes run in a number of countries and concluded that general health checks failed to benefit patients and could instead cause them unnecessary worry and treatment.

¹⁰<http://news.bbc.co.uk/1/hi/health/7174763.stm>

¹¹<http://www.pulsetoday.co.uk/clinical/therapy-areas/cardiovascular/reconsider-age-based-approach-to-health-checks-urges-public-health-england-adviser/20004268.article#.UIPsGtK-qK4>

¹²<http://bmjopen.bmj.com/content/3/3/e002219.long>

¹³<http://www.pulsetoday.co.uk/clinical/therapy-areas/diabetes/health-checks-scheme-fails-to-identify-a-third-of-patients-at-risk-of-diabetes/20002241.article#.UmAebdK-qK4>

¹⁴<http://www.pulsetoday.co.uk/clinical/therapy-areas/cardiovascular/gerada-scrap-health-checks-programme/20004025.article#.UIPjQNK-qK4>

¹⁵<http://www.bbc.co.uk/news/health-23765083>

- 4.5.7 Barbara Young, Chief Exec of Diabetes UK, expresses support for the programme by stating that "...while the £300 million it costs to run might sound like a lot of money, diabetes and other chronic conditions are expensive to treat. This means that once you factor in the savings in healthcare costs, the NHS Health Check is actually expected to save the NHS about £132 million per year."¹⁶
- 4.5.8 Despite the concerns outlined above, the NHS Health Checks programme has been identified by the Secretary of State as an important vehicle for improving prevention and early diagnosis and the initiative is supported nationally by, PHE, DoH and the LGA. In addition, Health Checks are corporate priorities for both Barnet and Harrow councils and there is a significant opportunity for both authorities to utilise the data from this review to inform their commissioning strategies to deliver best value for money.

5. Performance

5.1 Targets

- 5.1.1 There are no nationally prescribed targets in relation to NHS Health Checks. However, PHE suggest that health and well-being boards should aim to offer checks to 20% of their eligible population every year and for 75% of those offered checks to take them up. NHS Health Checks is a rolling five-year programme meaning that 100% of the eligible population should have been offered a check at the end of the period. In relation to quarterly performance, a local authority that has offered the Check to 5% of the population in quarter 1 and sustain that over the following three quarters will have offered a check to 20% of the eligible population at the end of the year.
- 5.1.2 High performing areas are those that both **offer** to a high proportion of the eligible population cohort and then achieve a high **transfer rate** (i.e. converting the Health Checks offered into Health Checks received).

5.2 Performance Data

Outcomes – 2012/13

- 5.2.1 NHS England data¹⁷ identifies that Health Checks in Barnet and Harrow in 2012/13 scored slightly lower than the London average, but close to the national average. Data for all London boroughs has been included in Table 1 for comparison purposes:

¹⁶<http://www.bbc.co.uk/news/health-23765083>

¹⁷<http://www.england.nhs.uk/statistics/statistical-work-areas/integrated-performance-measures-monitoring/nhs-health-checks-data/>

Table 1 – Number of eligible people that have been offered and received NHS Health Checks (April 2012 – March 2013) (England and London)

Name	Number of people eligible for a NHS Health Check	Number of people who were offered a NHS Health Check	Number of people that received a NHS Health Check	Percentage of eligible people that were offered a NHS Health Check
England	15,609,981	2,572,471	1,262,618	16.5%
London	2,082,748	429,027	194,035	20.6%
Havering PCT	69,304	6,529	4,771	9.4%
Kingston PCT	53,678	7,661	5,668	14.3%
Bromley PCT	100,037	23,117	9,042	23.1%
Greenwich Teaching PCT	63,098	15,137	6,511	24.0%
Barnet PCT	114,883	18,357	4,758	16.0%
Hillingdon PCT	72,886	6,742	3,783	9.3%
Enfield PCT	79,400	12,746	5,503	16.1%
Barking and Dagenham PCT	41,328	12,821	4,152	31.0%
City and Hackney Teaching PCT	55,561	11,483	6,775	20.7%
Tower Hamlets PCT	48,778	9,365	7,242	19.2%
Newham PCT	40,000	9,500	5,369	23.8%
Haringey Teaching PCT	55,476	12,523	6,461	22.6%
Hammersmith and Fulham PCT	40,050	6,568	4,276	16.4%
Ealing PCT	70,881	15,789	9,931	22.3%
Hounslow PCT	55,297	6,997	4,501	12.7%
Brent Teaching PCT	76,444	15,410	9,505	20.2%
Harrow PCT	76,840	12,477	5,827	16.2%
Camden PCT	49,685	14,761	4,378	29.7%
Islington PCT	42,650	10,167	7,142	23.8%
Croydon PCT	100,197	20,047	2,512	20.0%
Kensington and Chelsea PCT	50,475	7,651	590	15.2%
Westminster PCT	61,800	13,307	7,119	21.5%
Lambeth PCT	92,171	26,592	6,382	28.9%
Southwark PCT	79,294	21,145	6,524	26.7%
Lewisham PCT	72,646	19,279	6,622	26.5%
Wandsworth PCT	57,000	15,984	12,766	28.0%
Richmond and Twickenham PCT	49,856	14,305	4,857	28.7%
Sutton and Merton PCT	113,300	24,184	13,364	21.3%
Redbridge PCT	72,000	12,015	6,286	16.7%
Waltham Forest PCT	62,932	8,301	3,388	13.2%
Bexley Care Trust	64,801	18,067	8,030	27.9%

5.2.2 However, the statistics in Table 1 above should be treated with caution. There is a significant variation in the national statistics relating to the number of people eligible for an NHS Health Check (114,883 in 2012/13) and locally derived statistics provided by Public Health (91,139 in 2013/14 (see 5.2.3 below)).

Outcomes – Quarter 1 2013/14

5.2.3 The table below summarises the performance information regarding the NHS Health Check Programme for Quarter 1 of 2013/14:

Q1 2013-14	Total eligible population 2013-14	Number of people who were offered a NHS Health Check	Number of people that received a NHS Health Check	Percentage of eligible people that were offered a NHS Health Check of those offered
Barnet	91,139	4,911 (5.4%)	1,520 (1.7%)	31%
Harrow	63,879	1,093 (1.7%)	582 (0.9%)	53.2%
London	1,967,213	94,245 (4.8%)	41,517 (2.1%)	44.1%
England	15,323,148	598,867 (3.9%)	286,717 (1.9%)	47.9%

5.3 Comparative Performance

5.3.1 London Boroughs where a higher percentage of people are offered the health check tend to have a lower percentage of health checks received. At the same time, boroughs where a high percentage of the people received a health check tend to have offered health checks to a relatively low percentage of the population. Boroughs with the highest overall performance are those that both offer checks to a high percentage of their population as well as have a high percentage of checks delivered.

5.3.2 The London Borough of Wandsworth has been identified as an example of a local authority where both the percentage of offers made and the percentage of checks received have been on target.

5.3.3 In quarter 1 2013/14, the top five London Boroughs for **offering** the highest percentage of their eligible population a NHS Health Checks are:

Q1 2013-14	Total eligible population 2013-14	Number of people who were offered a NHS Health Check	Number of people that received a NHS Health Check	Percentage of eligible people that received an NHS Health Check of those offered
Camden	50,399	4,925 (9.8%)	924 (1.8%)	18.8%
Greenwich	60,012	5,605 (9.3%)	1,981 (3.3%)	35.3%
Lambeth	65,181	5,870 (9%)	2,013 (3.1%)	34.3%
Islington	44,687	3,429 (7.7%)	1,840 (4.1%)	53.7%
Westminster	52,589	3,971 (7.6%)	1,479 (2.8%)	37.2%

5.3.4 In quarter 1 2013/14, the top five London Boroughs for highest percentage of people that have **received** the health check after being offered it are:

Q1 2013-14	Total eligible population 2013-2014	Number of people who were offered a NHS Health Check	Number of people that received a NHS Health Check	Percentage of eligible people that received an NHS Health Check of those offered
Hounslow	61,153	664 (1.1%)	664 (1.1%)	100.0%
City of London	2,266	72 (3.2%)	72 (3.2%)	100.0%
Havering	70,211	1,507 (2.1%)	1417 (2%)	94.0%
Newham	59,455	1,720 (2.9%)	1376 (2.3%)	80.0%
Wandsworth	64,128	3,203 (5%)	2419 (3.8%)	75.5%

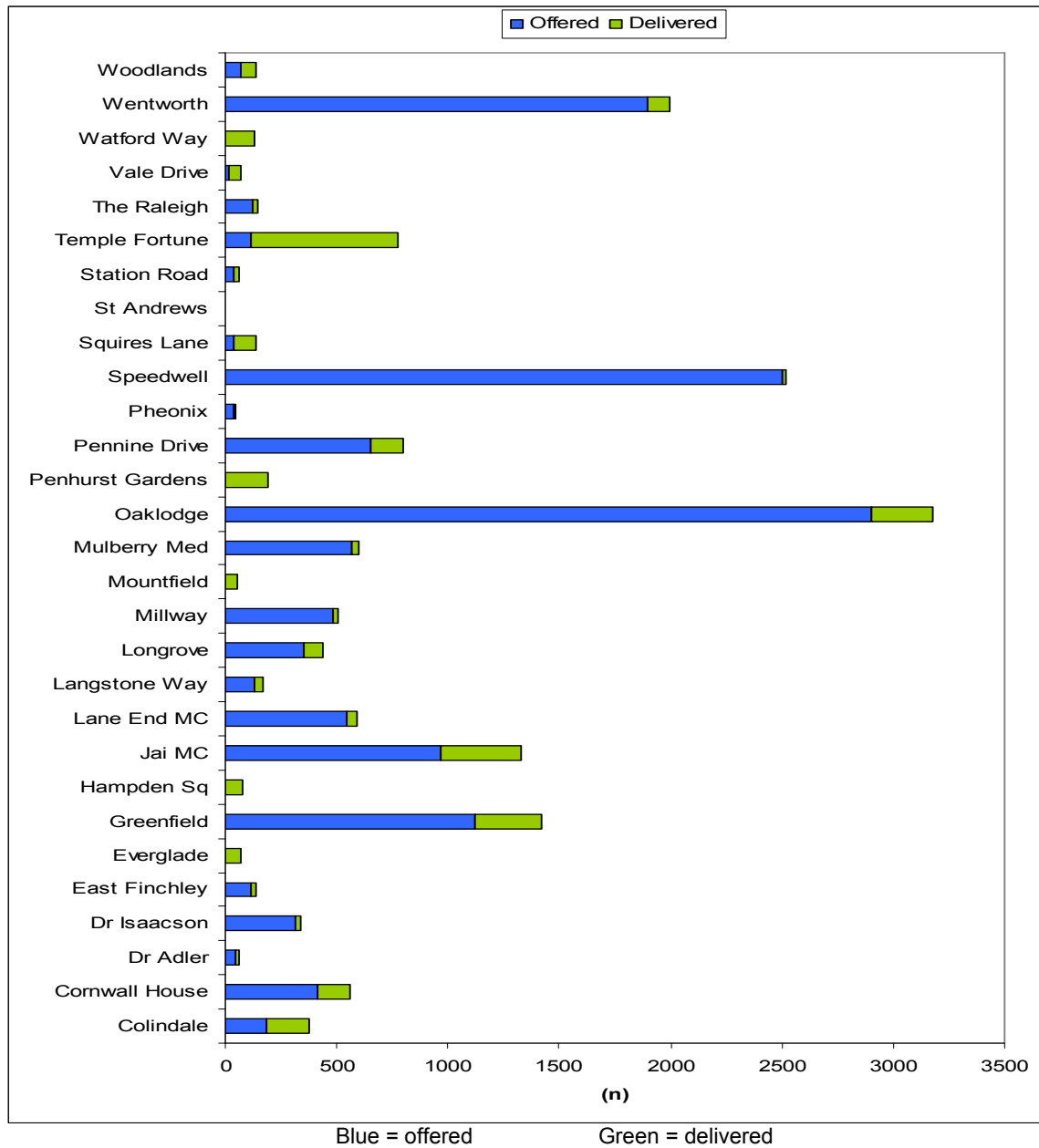
5.3.5 For the NHS Health Checks programme to be successful, commissioners should be seeking to meeting or exceeding both targets to ensure that the reach of the programme is as wide as possible.

5.4 Local GP Practice Performance

5.4.1 As part of the review, the Public Health team provided a breakdown of the performance of individual GP practices in Barnet and Harrow during 2012/13.

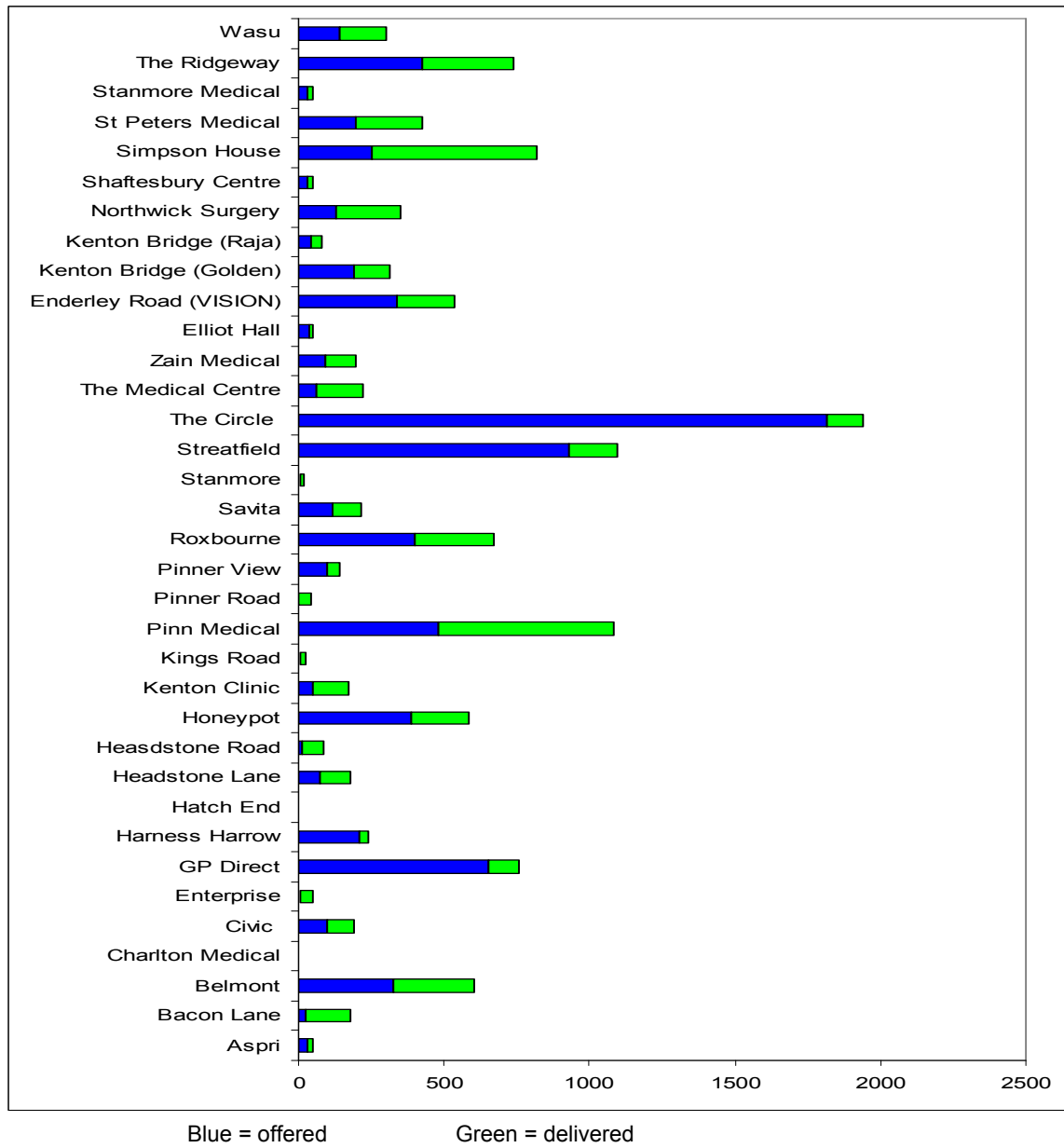
5.4.2 Table 1 provides relevant statistics for Barnet. Due to issues with the data transferred to the council, performance information for Barnet was only available for the period November 2012 to March 2013. Barnet achieved a 19% conversion rate from 'offered' status to 'delivered'. The table shows that larger GP surgeries tended to be the worst performing.

Table 1 – GP surgeries in Barnet performance, Nov 2012 – March 2013



5.4.3 Table 2 shows the statistics for Harrow. Members were advised that Harrow has a 38% conversion rate. As with Barnet, the larger surgeries had the lowest performing rates.

Table 2 – GP surgeries in Harrow performance between April 2012 – March 2013



6. Best Practice

6.1 In conducting the review, Members have explored best practice examples to identify the principal differences between the approach taken in Barnet and Harrow and the approach in high performing areas.

6.2 Haringey

6.2.1 In 2012/13 the activity for NHS Health Check offers in Haringey was 12,523 and 6,461 checks were delivered. This translates to a 52% uptake rate, which is better than the uptake rate for 2011/12 (which stood at 35%).

6.2.2 Haringey's programme is targeted at areas of highest deprivation and CVD mortality: East, Central and part of West Haringey (Stroud Green and Hornsey wards). Over 70% of the Health Checks Programme is delivered by GPs in Haringey. The programme is being supported by behavioural support programmes (e.g. Health Trainers) and these arrangements have been strengthened during 2013/14. Community programmes that ran in 2012/13 included a focus on mental health users and a focus on men.

6.2.3 Haringey identified that to improve uptake they had to:

- increase coverage across eligible practices;
- reduce variation in activity;
- target high risk groups;
- target men;
- improve data quality; and
- improve onward referral mechanisms.

6.2.4 Haringey consider that one of the main reasons for success is that alcohol misuse screening delivered as part of NHS Health Checks programme has encouraged people to take part. They are also planning to deliver some Health Checks at community events in order to expand the reach of the programme.

6.3 Teesside

6.3.1 Teesside have used several techniques to achieve success with delivering NHS Health Checks. Firstly they have invested in a rolling training budget that can be allocated to external providers to help extend the availability of the service. Secondly they have used social marketing techniques to help inform the development of a communications and marketing strategy. By doing this they have made the service more visible. They have delivered Health Checks

under the local identity of 'Healthy Heart Check' which has further helped to make the service more accessible and embedded in local culture.

- 6.3.2 Teesside have targeted certain groups and have created a prioritisation list of certain groups to help tailor the service and to increase take up. They have also invested directly in dedicated primary care informatics (or information management systems), a nurse facilitation team and project management as a way of extending the reach of the service. It is worth noting that death rates from heart disease have reduced at a faster rate in Teesside than England as a whole since the implementation of the Health Checks programme. Health Checks in Teesside have also been provided at particular work places in an effort to make the take-up more substantial.

6.4 County Durham

- 6.4.1 In comparison to national performance, County Durham has been very successful in delivering NHS Health Checks. They promoted Health Checks via a 'Check4Life', campaign which is based on the 'Change4Life' national health and well-being programme. They have utilised the same branding as the Change4Life campaign which has improved recognition locally.
- 6.4.2 County Durham have carried out the service with 'opportunistic screening' (when someone requests that their doctor or health professional undertakes a check, or a check or test is offered by a doctor or health professional) with a focus on predicting and preventing vascular disease risk. Health Checks have been conducted on a 'one-stop-shop' approach in order to make the delivery of these checks more accessible, attractive and patient focussed. They have also promoted the service at road shows, such as 'Health@Work', where Health Checks have been offered in certain work places.
- 6.4.3 In addition to this, County Durham has focussed on the notion of 'Mini Health MOTs', which are targeted at certain groups. This has helped to broaden the scope of the service and has helped to promote the service across the area. In analysing the success of the campaign, County Durham found that 91.3% were very satisfied with the Mini Health MOT, whilst 99.1% would recommend it to others. Intertwined with the NHS Health Checks, it was also reported that 82.2% were very satisfied with the NHS Health Check and that 99.6% would recommend an NHS Health Check to other people. During 2011/12 73.5% of those offered a Health Check in County Durham took the offer. To date 2013/14, 8,509 people have been offered a Health Check and 3,936 people have received one from an eligible population cohort of 164,760.

6.5 Richmond upon Thames

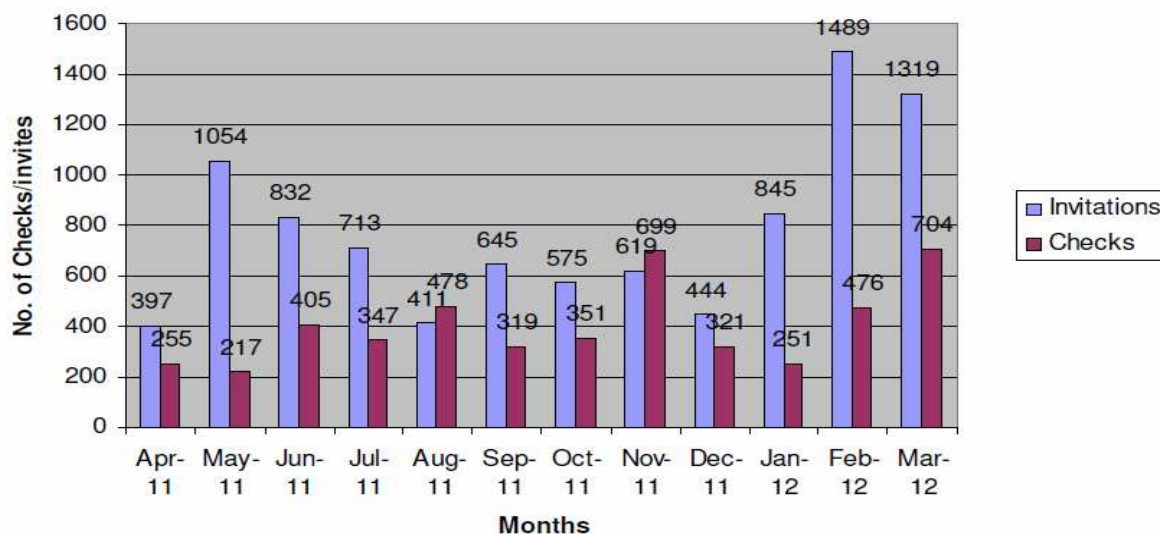
- 6.5.1 The London Borough of Richmond upon Thames has been successful in delivering NHS Health Checks. They have adopted an approach that relies on a strong advertising premise supported by a strong database to record the

number of checks offered and delivered. As a result, Richmond is one of the leading boroughs in London in delivering NHS Health Checks.

- 6.5.2 Richmond works with more than 40 different partners including GPs, pharmacies, outreach and external providers to deliver Health Checks. Lifestyle programmes such as weight management, diabetes prevention and a health trainer service have been specifically commissioned for patients to be referred to.
- 6.5.3 Richmond launched a pilot programme in 2009 in line with the national launch of the NHS Health Checks programme which focussed on delivering Health Checks in the most deprived wards in a pharmacy setting. This helped to make the service accessible both in terms of timing and capacity. The Public Health team also carried out a Health Needs Assessment and selected the top three deprived wards and the six pharmacies which were best suited to run the pilot. Health Checks have been delivered by the *Live Well Richmond* service which also provides an exercise referral scheme in addition to other lifestyle services. This has helped the Health Checks delivery model to become locally known. GPs have been commissioned to deliver targeted invitations based on factors such as age, gender, body mass index, ethnicity, blood pressure/cholesterol levels, physical activity and smoking status.
- 6.5.4 More than 50% of the eligible population have been invited and more than 20% have received a check. More than 200 people have been newly diagnosed with various cardiovascular diseases such as hypertension, diabetes, chronic kidney disease and coronary heart diseases as a result of a health check. In 2011/12, 5,700 health checks were completed in general practice, pharmacy and at community outreach events which exceeded DoH targets.
- 6.5.6 Richmond have delivered a marketing programme which comprises newspaper adverts, a dedicated webpage¹⁸, letters, posters, leaflets and press releases to attract people for a health check. They also emphasised selling through personal sales (pharmacists, GPs and outreach), incentivising GPs, through focus groups and direct invitations.
- 6.5.7 Richmond use iCap, an IT system, to keep track of their Health Check performance. This system has enabled them to target checks where necessary and assists in provide statistical analysis as follows:

¹⁸<https://www.live-well.org.uk/richmond/>

NHS Health Checks Performance 2011/12



6.6 Enfield –Innovision Health and Well-being Limited

6.6.1 In November 2012, Enfield Council awarded a contract for Community Health Checks to Innovision Health and Well-being Limited. This was done in an effort to allow targeting of health checks to communities that do not traditionally access primary care or who do not respond to invitations from primary care, which should improve the number of health checks being completed.

6.6.2 Innovision deliver health checks in both primary care and community settings. They perform health checks on behalf of GPs in communities and make a focussed effort to understand communities. By doing so, they are able to deliver health checks regularly. In Enfield, for instance, Innovision have noted that there is a large Turkish and Kurdish population and they have targeted Health Checks in those communities' first languages.

6.6.3 In Enfield, Innovision has established relationships with organisations such as ASDA, Tesco, various health centres and sports centres to enable delivery in these settings to encourage those who would not otherwise go to their GP. In an ASDA in Enfield, there is a weekly footfall of around 55,000; Innovision deliver checks in this ASDA on a daily basis. They determined that this was a good site after surveying the local area both in terms of weekly footfall and the regular attendance from specific communities. Innovision are also aiming to deliver Health Checks in all Boots stores in every London Borough that they are operating within (currently Brent, Haringey, Enfield and Islington). In addition, they deliver checks at community events, particularly in deprived areas in order to achieve their commitment of working with deprived communities.

6.6.4 Innovision have an on-line system where Health Check data is inputted to. This enables Public Health to be provided with non-identifiable data and has

subsequently helped with reporting. This system has been used with Enfield and previously Haringey. The Innovision Health Check comprises the follows:

- BMI, weight and blood pressure checks are undertaken immediately
- The check takes 15-20 minutes
- Results of the above are given straight away
- If the patient falls out of the appropriate health range then they are signposted to their GP. GPs receive this information which they can then use as data in the future; the onus is on the GP to contact any patient who has risk factors or is in need of treatment.
- Innovision stress that primary care settings are the only places where advice can be given; those performing checks for Innovision are directly instructed not to give advice
- Checks are tailored to communities and are performed in appropriate settings (such as mosques, restaurants and wherever is possible)

7. Evidence

7.1 The Scrutiny Review recognised the importance of considering quantitative and qualitative evidence from a variety of sources. On that basis, the Group undertook three separate and distinct elements of engagement with key stakeholders as detailed below.

7.2 Community Engagement

7.2.1 The review commissioned a Community Engagement work stream to identify barriers to take-up across both boroughs. The full findings from the Community Engagement element of this project are attached at **Appendix A**. However, a summary of the key recommendations emerging are detailed below:-

- i. Marketing and promotion – people are not familiar with the Health Checks brand and individuals would like to know more about the objectives of the programme. GPs need to be convinced of the value of the programme at a national level.
- ii. Value for money – the economic case for Health Checks needs to be developed in greater detail by Public Health England. In addition, residents were concerned about the overlap with other screening programmes and wanted to see a more joined up approach to supporting wellness. The value of investing in Health Checks over other initiatives was questioned. Residents felt that support to make lifestyle changes should be free and have a long-term focus.
- iii. Innovative approaches to delivery – residents considered that commissioners should take a more flexible approach to delivery (e.g. community teams, a health bus, clinics at flexible times)

- iv. Effective IT – effective and joined up IT systems (across health and social care) would be essential for identifying the target population, collating data and information about individual risks, ensuring that follow-ups timely and evaluating the Health Checks programme. Residents wanted IT systems to provide a joined up and holistic view of their health.
- v. Competency of providers – residents considered that the Health Check should be provided by a registered professional to ensure that advice and support started seamlessly in the context of the discussions relating to risk factors.

7.3 Questionnaire

- 7.3.1 To support the review, Scrutiny Officers conducted a snap survey of Barnet and Harrow residents to gauge awareness and take-up of NHS Health Checks. The survey was promoted locally by both councils' communications teams and via local networks, such as Healthwatch. The survey received 47 responses and the detailed findings are detailed in the sections below. Responses to the questions relating to the residents' experience of the checks should be treated with caution due to the relatively small sample size. They do, however, provide some insight into the views of people who have experienced an NHS Health Check:
- 7.3.2 85.7% of respondents were from Barnet and 14.3% of respondents were from Harrow.
- 7.3.3 In response to the question 'Have you ever been offered a Health Check from your GP?' 80.9% stated 'no' and 19.1% stated 'yes'. This highlights that the vast majority of respondents had not been offered a check, despite the Health Check programme having been in place in both boroughs since 2009.
- 7.3.4 Respondents were asked to provide the name of their registered GP surgery. 17 different practices in Barnet and three different practices in Harrow were identified as not offering Health Checks to participants.
- 7.3.5 Of those respondents that had been offered a Health Check, 100% had taken up the offer. Respondents were asked to identify the reasons why they had accepted the offer and their responses are summarised below:
- General health and well-being check
 - Aware of the Health Check programme and wanted to see how it worked in practice.
 - Multiple health issues
 - Precautionary measure
 - Family history of high cholesterol, cardiovascular disease or diabetes
- 7.3.6 When questioned how important they considered regular health checks to be, 71.4% considered that it was very important and 28.6% considered that it was neither important or unimportant.

7.3.7 When questioned how beneficial they considered the Health Check that they had received to be, 66.7% considered it was beneficial or very beneficial and 33.3% considered it was not very beneficial or not beneficial at all. Respondents were asked to give reasons for their answer. One respondent stated that they were dissatisfied as they were still waiting for their blood test results following a check completed over a week ago.

7.3.8 Respondents were asked whether they considered that there were any areas of the Health Checks process that could be improved. 57.1% answered yes and 42.9% answered no. Respondents were asked to identify specific areas for improvements and the responses are summarised below:

- Consider the option of Integrated Medicine (homeopathy or other natural medicine choices)
- Scans for aneurysm
- Prompt results and more screening around breast cancer, etc.
- Health Checks should consider an individual's mental health too

7.3.9 When respondents were questioned whether they would recommend the Health Check to other people, 85.7% said yes and 14.3% said no. Respondents were asked to give reasons for their answers which are summarised below:

- Early detection of diseases
- Encourage people to make healthy lifestyle choices for them and their families
- Concern for the health and wellbeing of others
- Useful especially for men as they tend not to visit their GPs
- Early detection of health issues and an opportunity to discuss these with health professionals

7.4 Stakeholder Workshop

7.4.1 It was agreed at the outset of the project that engagement with stakeholders was key to understanding the overarching issues. In November 2013, Barnet and Harrow held a Stakeholder Workshop, facilitated by the CfPS Expert Advisor and supported by Scrutiny Officers from Barnet and Harrow. The aim of the workshop was to provide Members of the Scrutiny Working Group and key external stakeholders with the opportunity to:

- Understand the external factors that currently influence the commissioning and delivery of the Health Check in the Barnet and Harrow
- Identify the barriers to delivering the Health Check
- Identify opportunities for effective delivery in the future
- Discuss the improvements in services that could be achieved by change

- Identify and prioritise issues to be considered in the commissioning of the Health Check

7.4.2 The workshop was a deliberative forum which enabled participants to consider relevant information, discuss the issues and options and develop their thinking together before coming to a consensus view. The facilitators used the CfPS Stakeholder Wheel (as shown in Table 3 below) to structure the discussion throughout the workshop and to address the return on investment question of:

What would be the return on investment if we improve take up of the Health Check amongst specific groups?

7.4.3 Based on the discussions that took place, the following recommendations emerged from the Stakeholder Workshop:

	Theme	Recommendation and Rationale
1	Health Checks Promotion	It is recommended that Public Health England develop a national communications strategy to promote awareness and advantages of Health Checks, supported by local campaigns. The campaign should seek to incentivise people to undertake a Health Check (e.g. by promoting positive stories relating to proactive management of risk factors or early diagnosis as the result of a check).
2	Providers / Flexible Delivery	Health Checks should be commissioned to be delivered through alternative providers (e.g. pharmacies, private healthcare providers etc.) and at alternative times (e.g. evenings / weekends), and in different locations (e.g. mobile unit at football grounds, shopping centres, work places, community events etc. or via outreach (e.g. at home or targeting vulnerable groups)) to make Health Checks more accessible.
3	Treatment Package	All elements of the Health Check should be delivered in a single session to streamline the process and make the experience more attractive. Commissioners should investigate feasibility of tailoring treatment options to specific communities.
4	Referral Pathways	The patient pathway should clearly define the referral mechanisms for those identified as:- <ul style="list-style-type: none"> • Having risk factors; and • Requiring treatment
5	Restructure Financial Incentives	Barnet and Harrow have different payment structures. It is recommended that contracts are aligned (preferably in accordance with a standard contract agreed via the West London Alliance) and that Health Check providers are

		paid on completion only.
6	Resources	Public Health England and local authorities must consider the cost of the whole patient pathway and not only the risk assessment or lifestyle referral elements of the Health Check. Health Checks are currently not a mandatory requirement for GPs (delivered by Local Enhanced Service contracts) meaning that they may not be incentivised to deliver and nor have the capacity (human resources and physical space) to deliver. Nationally, Public Health England and NHS England should consider the cost of the whole pathway and on that basis a whole system review is recommended.

7	Targeting	It is recommended that the Health Checks commissioning strategy should deliver a 'whole population' approach (offering checks to eligible population cohort), complemented by targeting of specific groups or communities particularly:- <ul style="list-style-type: none"> • men (who statistically have a lower up-take than women); • faith communities (who statistically have a high prevalence of certain diseases); and • deprived communities (where there is a statistical correlation between deprivation and a low uptake of Health Checks)
8	Screening Programme Anxiety	It is recommended that Public Health England, clinicians and local commissioners give consideration to managing potential public anxiety in participating in a screening programme.
9	Barriers to Take-Up	Commissioners are recommended to research the reasons for the public not to participate in the Health Checks programme to identify what the barriers to take-up are. On the basis of the research findings, targeted engagement with under-represented groups is recommended.
10	Learning Disabilities	It is recommended that Public Health England, clinicians and local commissioners give consideration to incorporating adults with learning difficulties into the Health Checks programme before age 40 due to their overrepresentation in the health system

7.4.4 Although listed as separate elements above, the Public Health team are recommended to undertake a **whole system review** (offer, appointment, results, advice etc.) to inform the future Health Checks commissioning strategy.

7.4.5 The recommendations at 7.4.3 have been endorsed and adopted by the Scrutiny Review Group.

7.4.5 In addition to the recommendations outlined above, the following have been identified as priority areas for Public Health to consider when commissioning Health Checks in the future:

1. Improve take-up across the board
2. Engage with local Healthwatch to promote
3. Communication – liaise with community leaders

4. Communication – develop and embed a local message articulating the offer
5. Providers and incentives need to be realigned
6. Target Health Checks locally to specific communities
7. Understanding barriers to take up in areas offered
8. Examine the whole system from offer to follow on
9. Communicate the advantages
10. Extent that service providers can encourage take-up(e.g. weekend availability)
11. Follow up with personalised letters and phone calls; state the advantages
12. Improve access based on research
13. Initiate follow-up programmes

8. Return on Investment

- 8.1 When applying to become a CfPS NHS Health Check Scrutiny Development Area, Barnet and Harrow committed to using the CfPS Return on Investment Model(RoI) to conduct the review.
- 8.2 The RoI model seeks to quantify what the return on investment would be for a specific course of action being taken as a consequence of the scrutiny review. As identified in the Stakeholder Workshop section, the RoI question that this review has been seeking to address is

What would be the return on investment if we improve take up of the Health Check amongst specific groups?

- 8.3 The economic argument behind the NHS Health Checks screening programme is that the early detection of certain conditions or risk factors enables early intervention which can take the form of medical treatment or lifestyle changes. Treating conditions in their early stages or managing risk factors will:
 - i. be much more cost effective than treating chronic conditions; and
 - ii. result in an overall improvement in the health and wellbeing of the general population.

- 8.4 Public Health England has estimated that over the next four years around £57 million will be saved through Health Checks and that over a 15 year period £176 million will be saved. After 20 years the NHS Health Checks programme is expected to have paid for itself and deliver improvements to the general health and well-being of the population.
- 8.5 The RoI modelling below will seek to analyse cost of this review against the potential financial benefits of implementing the recommendations arising. It is acknowledged that the RoI modelling could be open to challenge as it is based in a number of assumptions. Notwithstanding this, the model does provide a platform to demonstrate the potential financial and social benefits that implementing scrutiny recommendations could deliver if implemented; the model should therefore be considered on that basis.

Return on Investment – Cost of Scrutiny Review vs. Potential Savings

Table 2 (Input Costs)

Input	Scrutiny Officer Review	Public Health	External Engagement	Total
	2 x Scrutiny Officers for 1 day per week for 24 weeks (mid-July to mid-December) = 168 hours Plus 5 days of graduate trainee support = 37 hours Total hours 373 hours x £25 per hour = £9,325	Public Health Officers (including involvement in planning meetings, providing data and attending) Total hours = 10 days or 74 hours x £25 per hour = £1,850	22 days = £13,370	£24,545

Table 3 (NHS Health Checks – Newly Diagnosed Conditions)

	Number of people eligible for a Health Check	Number of Health Checks offered to the eligible population	Number of Health Checks performed	Transfer rate (take up of those offered)	Number of cases of Hypertension diagnosed as a result of a Health Check	Number of cases of Diabetes diagnosed as a result of a Health Check	Number of cases of High Cholesterol diagnosed as a result of a Health Check
Harrow (2012/13)	62,892	12,680 (20.16%)	3,729 (5.93%)	34%	65	32	815

Barnet (2012/13)	69,904	16,820 (24.06%)	3,263 (4.67%)	19%	146	65	750
Richmond (2011/12)	Approximately 19,000	9343 (c. 50+%)	4823 (c. 25%)	51%	152	19	Data not available

8.6 In considering the financial implications of not treating risk factors or diagnosed conditions early, a review of information available on the cost of treating chronic conditions was undertaken. The result of the modelling below should be treated with caution as the financial assumptions have not been fully tested. The findings do however provide an estimation of the potential savings across health and social care following the roll out of a successful NHS Health Checks programme in Barnet and Harrow.

8.7 The British Heart Foundation reports that 103,000 heart attacks occur every year, costing around £2 billion per year to treat or £19,417 per case. Diagnosing conditions such as Hypertension can be argued to prevent heart attacks from occurring later on therefore meaning that for every case diagnosed £19,417 is potentially saved. On this premise, the following amount of money will be saved as a result of Health Checks:

8.7.1 LB Harrow

In 2012-13, 3,729 had health checks (5.93% of the eligible population). This led to 65 cases of hypertension being diagnosed, saving a potential of £1,262,105.

If the uptake was improved to 11.86%, then it is possible that around 130 cases of hypertension could be diagnosed, saving a potential £2,524,210.

8.7.2 LB Barnet

In 2012-13, 3,263 had health checks (4.67% of the eligible population). This led to 146 cases of hypertension being diagnosed, saving a potential of £2,384,882.

If the uptake was improved to 9.34%, then it is possible that around 292 cases of hypertension could be diagnosed, saving a potential £5,669,764.

8.8 If the recommendations arising from this review (as set out in the following section) are agreed and implemented, it is anticipated that there will be a significant increase in the uptake of NHS Health Checks in both boroughs, particularly if roll-out of the checks is prioritised based on demographic risk factors.

8.9 Social Return on Investment

- 8.9.1 The Scrutiny Review Group wish to emphasise that the implementation of the recommendations made will deliver social as well and financial benefits. Encouraging people to adopt healthy lifestyles and managing pre-existing conditions before they become chronic will deliver health and well-being benefits in addition to the potential financial savings.

9. Summary Findings and Recommendations

Summary Findings

- 9.1 Following consideration of all the evidence received during the review, Members questioned whether GPs were the correct vehicle for delivering NHS Health Checks. Whilst performance in Barnet and Harrow had been around the national average, there was a lack of awareness of the checks in both boroughs. Best practice examples demonstrated that alternative delivery models could improve up-take by targeting to specific groups and making the checks more accessible.
- 9.2 Data supplied by the Public Health team had indicated that the cohort of patients presenting for health checks were not reflective of the demographics in each borough (e.g. there were a disproportionate number of women from more affluent areas). As such, presentations were not linking with communities identified as being at risk. There should therefore be a focus on hard to reach groups including specific ethnic communities with high risk factors, mental health patients, the homeless and men.
- 9.3 The Group recognised that there should be a balance between interventions and individuals managing their own risk factors. A communications campaign should therefore seek to strike a balance between promoting the checks locally and encouraging people to adopt healthier lifestyles.
- 9.4 Members recognised the importance of ensuring that there was a clearly defined pathway for those identified as being most at risk. Medical interventions should be supported later in the pathway by risk management and reduction elements and a joined up approach would be required to achieve this.
- 9.5 Contracts transferred from primary care trusts were inconsistent and in Barnet did not incentivise completion of the check. The Group considered that when the commissioning strategy was defined, there should be consistent payment by results contracts across both boroughs. Members were supportive of the work being undertaken within the West London Alliance to regularise NHS Health Checks contracts on a sub-regional level.
- 9.5 The Group recognised that greater work was required to understand the whole costs of the NHS Health Check process. Local authorities are responsible for commissioning the check and CCGs are responsible for

ensuring an appropriate clinical follow-up. Further evaluation of the post-check care costs is required to provide an accurate cost benefit analysis.

- 9.6 The Group were supportive of the recommendation in the PHE / LGA paper titled *NHS Health Check: Frequently asked questions* (September 2013) that “Health and Wellbeing Boards (HWBs) should ensure that NHS Health Check is reflected in the commissioning plans stemming from locally agreed Joint Health and Wellbeing Strategies (JHWSs) and that it is resourced to operate effectively. Coordinating the programme with wider strategic decision making by the whole council will avoid duplication, and can help maximise the programme’s impact and value for money. It is important to ensure that the risk management and reduction elements of the NHS Health Check (lifestyle interventions such as stop smoking services, weight management courses and drug and alcohol advice) are properly linked to other council services like education, housing and family support.”

Recommendations

- 9.7 The Group agreed that the recommendations arising from the Stakeholder Workshop, as detailed in **section 7.4.3** should form the basis of the recommendations to each council’s Cabinet and Health & Well-being Board as recommendations were supported by all of the quantitative and qualitative research undertaken as part of this review.

10. Project Activity

A summary of the meetings in carrying out this scrutiny review is provided below:

Date	Activity
25 July 2013	<p>Approved the Project Briefing to enable the review work to commence in advance of formal committee approvals</p> <p>Approved the composition of the Task and Finish Group (3 Harrow Members and 3 Barnet Members)</p> <p>Approved the consultation / engagement approach</p> <p>Agreed an outline plan for the utilisation of the CfPS Expert Advisor support available</p>
18 September 2013	<p>Received a summary of activity to date</p> <p>Reviewed and agree the Project Plan</p> <p>Received the results of a data mapping exercise undertaken by the public health</p>

	team (including trend analysis) Agreed the approach to engaging with key stakeholders and residents / patients
2 October 2013	Received a presentation from the CfPS Expert Adviser on the ROI approach Agreed the format of the Stakeholder Workshop
1 November 2013	Stakeholder Workshop attended by Public Health England (London), GPs, Practice Managers, Healthwatch, Diabetes UK, Cabinet Members, Barnet / Harrow Public Health and Barnet CCG
4 December 2013	Results of an online questionnaire on Health Checks (promoted via Engage Space, Twitter / Facebook, Older Adults Partnership Boards and Members) Results of community engagement exercise which includes focus groups (generic, men and deprived areas) and 1:1 interviews Outline report, co-authored by LB Barnet and Harrow Scrutiny Officers

11. Acknowledgements

The Scrutiny Review Group wishes to thank those attendees and witnesses outlined below in addition the officers in the joint public health team who supported them during their work.

Councillors	
Councillor Vina Mithani	Harrow Council
Councillor Alison Cornelius	Barnet Council
Councillor Graham Old	Barnet Council
Councillor Helena Hart	Barnet Council
Councillor Barry Rawlings	Barnet Council
Councillor Ben Wealthy	Harrow Council
Councillor Simon Williams	Harrow Council
Council Officers	
Dr Andrew Howe	Joint Director of Public Health, Barnet and Harrow
Mary Cleary	Interim Senior Public Health Commissioning Manager

Rosanna Cowan	Public Health Commissioner
Dr Matteo Bernardotto	GP VTS Trainee at North West London NHS Trust, Public Health
Andrew Charlwood	Overview and Scrutiny Manager, Barnet Council
Felicity Page	Senior Professional Scrutiny, Harrow Council
Edward Gilbert	Graduate Trainee / Assurance Officer, Barnet Council
Hannah Gordon	Graduate Trainee, Barnet Council
Witnesses	
Brenda Cook	Expert Advisor, Centre for Public Scrutiny
Stephanie Fade	Managing Director, What Matters Cubed
Paul Plant	Deputy Regional Director – London, Public Health England
Christine Gale	Pinner Road Surgery, Harrow
Smita Mody	Pinner View Medical Centre, Harrow
Dr Sue Sumners	Barnet Clinical Commissioning Group Chairman
Councillor Helena Hart	Cabinet Member for Public Health, Barnet Council
Cllr Simon Williams	Health and Wellbeing Portfolio Holder, Harrow Council
Dr Pandya	Savita Medical Centre, Harrow
Roz Rosenblatt	London Regional Manager, Diabetes UK
Rhona Denness	Healthwatch Harrow
Selina Rodrigues	Healthwatch Barnet

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TO: CABINET - 13 March 2014

FROM: COUNCIL – 27 February 2014

MOTION REFERRED TO EXECUTIVE – Yes to Homes

1. At the meeting of Council held on 27 February 2014, and in accordance with the provisions of Rule 14.6, a Motion falling within the remit of the Executive was referred by the Council to the next meeting of the Executive as follows:

This Council notes:

- We are not building enough homes in the UK.
- Rising house prices mean the dream of home ownership is beyond the reach of millions and the size of a mortgage deposit alone stops many would-be-first-time buyers from getting on the housing ladder.
- More and more people are therefore being pushed into the private rented sector and as demand rises there, so too do rents.
- One in 12 families in England is now on a social housing waiting list.
- The average semi-detached house in Harrow is now £390,000, with the average flat costing £210,000.
- Using a conservative estimate, the gross household annual income needed for a mortgage in Harrow is over £70,000.

This Council believes:

- The solution to the housing shortage is simple. We need to build more of the right homes, in the right place, at the right price.
- All too often the people who actually need homes are missing from local debates.
- Councils need to take an active role in making the case for building more homes locally.
- The Council believes that everybody has a right to live in a home and therefore that it is a tragedy that Harrow Council has to house over 100 families in B & B's due to a shortage of affordable homes.

This Council resolves:

- Support the Yes to Homes campaign and commits to increasing the delivery of the right homes, in the right place, at the right price in Harrow.

- Organise Housing Hearings to help local people, community groups and businesses to give evidence on the need for more homes, and will report the finding of these hearings to the Council.
- Work with Yes to Homes supporters, local groups and organisations to actively make the case for new homes and explain the benefits of new homes for the whole community.
- To pro-actively pursue policies that will lead to the construction of more affordable homes in the borough.

FOR CONSIDERATION

Background documents:

1. Motion submitted to the Council meeting – 27 February 2014.

Contact:

Elaine McEachron

Democratic & Electoral Services manager

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email: elaine.mceachron@harrow.gov.uk

REPORT FOR: **CABINET**

Date of Meeting:	13 March 2014
Subject:	School Expansion Programme
Key Decision:	Yes
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Portfolio Holder:	Councillor Janet Mote, Portfolio Holder for Children and Schools
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 – Considerations about the proposal in relation to the Decision Makers Guidance

Section 1 – Summary and Recommendations

Statutory proposals to expand permanently thirteen schools on eleven sites were published on 9 January 2014 for a four week representation period. This report provides information and recommendations to enable Cabinet to determine the statutory proposals.

Recommendations:

Cabinet is requested to:

Approve the statutory proposals to expand permanently the following schools by one form of entry (30 pupils), which will fill incrementally from the point of admission into the school:

Aylward Primary School from 1 September 2014

Belmont School from 1 September 2014

Grange Primary School from 1 September 2014
Norbury School from 1 September 2014
Pinner Wood School from 1 September 2014
Cannon Lane Primary School from 1 September 2015
Kenmore Park Infant and Nursery School from 1 September 2015
Newton Farm Nursery, Infant and Junior School from 1 September 2015
Priestmead Primary School and Nursery from 1 September 2015
St John Fisher Catholic Primary School from 1 September 2015
Whitchurch First School and Nursery from 1 September 2015
Kenmore Park Junior School from 1 September 2017
Whitchurch Junior School from 1 September 2017.

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. The Local Authority has a statutory responsibility to provide sufficient school places for its area. Like many boroughs, Harrow is experiencing significant growth in the pupil population and has a school place planning strategy to increase the number of 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.
2. Statutory consultations about proposals to expand schools in Phase 2 of the primary school expansion programme were held in autumn 2013. In November and December 2013 Cabinet decided the community schools that will have statutory proposals published for determination by Cabinet in March 2014. A Phase 3 will be planned to meet additional demand for school places beyond 2016.
3. A separate report is being presented to March Cabinet to determine the statutory proposals to expand and extend the age range of Whitefriars Community School and to develop the Harrow Teachers' Centre site.
4. Statutory proposals have been published to expand Elmgrove Primary School and Nursery. A report will be presented to April Cabinet to determine these statutory proposals.

Options considered

5. Statutory consultations about the proposals to expand schools in Phase 2 of the primary school expansion programme were held between 16 September 2013 and 18 October 2013 and the outcomes of the consultations were reported to Cabinet on 21 November 2013. Cabinet decided to publish statutory proposals.
6. Statutory proposals to expand schools were published on 9 January 2014 for a four week representation period which closed on 6 February 2014. These included statutory proposals published by the Governing Body of St John Fisher Catholic Primary School to expand the school. The decision maker for statutory proposals published by a voluntary aided school is the Local Authority.
7. No formal representations in relation to the statutory proposals were received by Harrow Council by the closing date of the representation period on 6 February 2014.
8. All the governing bodies of the schools proposed for expansion have confirmed the agreements they gave in response to the statutory consultations on the expansion proposals. A number of issues in relation to the proposals were identified by the schools which are already being considered and would be addressed as far as possible as implementation planning is progressed. These issues were primarily to do with: traffic congestion and parking concerns; the capital works that will be required to ensure sufficient and appropriate accommodation for the additional pupils attending an expanded school; accommodating bulge classes prior to building works being completed. The governing body responses are summarised in Appendix A under 'Other issues' and are available in Background Papers.
9. Cabinet has the following options:
 - a. Reject the proposals;
 - b. Approve the proposals;
 - c. Approve the proposals with modification;
 - d. Approve the proposals subject to meeting a separate condition.

Recommendation

10. The Corporate Director of Children and Families recommends that Cabinet approves the statutory expansion proposals as published.
11. The statutory proposals for Kenmore Park Infant and Nursery School and Kenmore Park Junior School are related to each other, as are the statutory proposals for Whitchurch First School and Nursery and Whitchurch Junior School, and these related proposals must be considered together.
12. Cabinet must have regard to the statutory and non-statutory decision makers guidance issued by the Secretary of State. The guidance for

decision makers is provided in Background Papers. Appendix 1 of this report outlines the relevant criteria from the decision makers guidance, and contains officer commentary in relation to them. It is considered that the proposals for permanent expansion of schools meet the criteria. If Cabinet approves the statutory proposals, there is a legal duty to implement the proposals.

13. It is not considered necessary to make the approvals subject to meeting any conditions. Separate statutory processes will be followed for planning applications that will deal with issues relevant to planning consents.
14. In order to meet the increasing demand for school places, the schools proposed for permanent expansion in September 2014 have opened temporary Reception classes in September 2013, and the schools proposed for permanent expansion in September 2015 would open temporary Reception classes in September 2014. The schools proposed for expansion in September 2017 are separate junior schools that would expand when the 2014 pupils admitted into separate infant schools in September 2014 progress through to the junior schools.

Financial implications

Revenue

15. 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

16. It is currently estimated that the cost of permanently expanding the primary schools in Phase 2 is £26m. This does not include costs for two of the schools (Priestmead and Aylward) which will be delivered by the Education Funding Agency (EFA) as part of the Government's Priority School Building Programme (PSBP) to improve the schools in the worst condition across the country.
17. These costs were considered as part of setting the Capital Programme for this financial year (13/14). 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 programme which will come to Cabinet for approval in due course. Based on current estimates for the cost of the projects and the recent announcements about further yearly allocations from the EFA, it is expected that it is possible to deliver the programme with EFA capital grants, without the need for council capital funding.

18. The breakdown of the revised post-feasibility indicative costs for each school and the funding is detailed in the table below:

School	13/14 £,000	14/15 £,000	15/16 £,000	16/17 £,000	17/18 £,000	Totals £,000
Norbury	450	1,650	900	0	0	3,000
Belmont	370	1,345	735	0	0	2,450
Pinner Wood	190	690	370	0	0	1,250
Grange	230	850	470	0	0	1,550
Aylward		PSBP	PSBP	PSBP		0
Elmgrove	525	1,925	1,050	0	0	3,500
St John Fisher	430	1,570	850	0	0	2,850
Newton Farm	450	1,620	880	0	0	2,950
Cannon Lane	555	2,035	1,110	0	0	3,700
Priestmead		PSBP	PSBP	PSBP		0
Kenmore Park Infant and Junior Schools	470	1,700	930	0	0	3,100
Whitchurch First and Junior Schools	270	990	540	0	0	1,800
TOTALS	3,940	14,375	7,835	0	0	26,150

19. There is considerable range in the cost to achieve permanent expansion which reflects the individual nature of the schools and their sites.
20. The figures are indicative estimates informed by detailed feasibility stage cost plans. 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 School Expansion Programme through the Programme Board.
21. The EFA has agreed to transfer the Targeted Basic Need Programme funding from the proposed expansion of St Anselm's Catholic Primary School to Elmgrove Primary School. The project to expand St Anselm's Catholic Primary School proved to be too complex and challenging to deliver because of difficulties to do with Planning constraints, affordability and concerns about playground space and traffic. The EFA also agreed to transfer TBNP funding from St George's Primary Catholic School to Earlsmead Primary School for new additionally resourced provision special educational needs places.
22. In December, the Government announced Basic Need Allocations for local authorities for 2015/16 and 2016/17. Harrow will receive £12.5m over the two years. This will be incorporated into the school expansion

programme budget. In addition, £0.5m will be received in 2014/15 to support universal free school meals for children in reception, year 1 and year 2.

23. Bulge classes are an important part of the strategy to ensure sufficient school places. The Council has a small capital fund available for those schools that will have a bulge class in September 2014 to fund essential works to accommodate bulge classes.

Other funding opportunities

24. Harrow has benefitted from considerable success in the outcome of bids put forward by officers for both the Priority School Building Programme and the Targeted Basic Need Programme which will largely fund and deliver the schools programme.
25. Yearly allocations are expected to continue and officers have worked to ensure Harrow achieves its fair allocation each year with substantial increases announced in March 2013 compared with previous years.
26. Wherever possible officers will seek to maximise the benefits to Harrow from government policies and new housing development. For example, the contribution of Free Schools to school provision, and developer contributions to mitigate the impact of new housing developments within Harrow.

Legal implications

27. The Council has a statutory duty under the Education Act 1996 to ensure sufficient schools for the provision of primary and secondary education in its area.
28. 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. New school organisation regulations and associated guidance came into force on 28 January 2014. However, the changes apply to statutory proposals published after this date. Therefore, these statutory proposals are being determined under the previous statutory process.
29. The statutory guidance on expansion of schools confirms matters which should be taken into account by local authorities when determining proposals. Appendix 1 to this report sets out considerations about the proposal in relation to the Decision Makers Guidance of the Department for Education.
30. 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.

Equalities implications

31. 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.
32. Equalities Impact Assessments have been undertaken on all the schools proposed for permanent expansion. The conclusions of these assessments are that the implications are either positive or neutral in that the expansion of the schools will help to ensure sufficient school places for the increasing numbers of children in Harrow. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude that all opportunities to advance equality are being addressed.
33. 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

34. 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.
35. The table below includes the 2013 Key Stage 2 results of the schools proposed for permanent expansion. The table compares the schools' performance in Reading, Writing and Maths at Level 4+, Reading Expected Progress, Writing Expected Progress and Maths Expected Progress results to the Harrow and national averages.

2013 Key Stage 2	Reading, Writing & Maths L4+	Reading Expected Progress	Writing Expected Progress	Maths Expected Progress
Aylward Primary	79%	94%	100%	94%
Belmont School	71%	90%	92%	94%
Cannon Lane Junior	93%	92%	81%	90%
Grange Primary	75%	86%	94%	88%
Kenmore Park Junior	60%	89%	89%	84%
Newton Farm Primary	NA	100%	100%	NA
Norbury Primary	70%	82%	91%	87%
Pinner Wood	83%	100%	98%	100%

Priestmead Primary	70%	89%	93%	83%
St John Fisher	93%	95%	97%	97%
Whitchurch Junior	97%	99%	93%	100%
Harrow	79%	90%	92%	92%
National	75%	88%	92%	88%

Source: DfE Performance Tables

36. 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.
37. 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 Department for Education.
38. 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.
 - Closing 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.

2013 Key Stage 2 – Closing the Gap	Harrow	National
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	17%	19%
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	49%	53%

39. 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

40. 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. However there is a significant risk that the expansion programme will increase emissions rather than reduce them. Phase 2 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.
41. 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. Of particular importance will be the use of low carbon technologies – particularly for space heating – and these will need to be thoroughly investigated during the design phase.
42. For many of the projects in the school expansion, programme, 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

43. 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.
44. 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 programme.	<p>Informal discussions with Planners during feasibility regarding planning polices.</p> <p>Planning Performance Agreement to be agreed.</p> <p>Community engagement through the education statutory consultations and the pre-planning engagement activities. School community and local residents invited to meetings and provided with information about local proposals.</p> <p>Transport Assessments being undertaken to inform School Travel Plans and highways mitigation measures.</p>

		<p>IT improvements are being put in place for the planning applications to be viewed on the Council website.</p> <p>Additional dates have been arranged for Planning Committee to consider the planning applications.</p>
Finance	<p>Unaffordable Programme / individual projects and additional costs to Council.</p> <p>Risk of loss of TBNP funding if the new places are not provided and the allocations spent by September 2015.</p>	<p>Capital Strategy developed to bring together the Government's school funding streams: Basic Need, Capital Maintenance, Targeted Basic Need Programme; and building programmes e.g. Priority School Building Programme.</p> <p>School expansion feasibility designs aligned to the DfE guidance on spaces and areas for schools.</p> <p>Indicative costs calculated from feasibility studies to inform programme budget.</p> <p>Robust financial and programme monitoring through the Programme Board, Capital Forum and Cabinet reports.</p> <p>Exploring how the Government's Free-School Programme for new schools (programme funded directly from government) may be supported in Harrow.</p>
Programme delivery	<p>Delays to programme – 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>
Pupil Projections	<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>The permanent expansions are 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</p>

		of temporary additional places. This approach will minimise the risk of having to remove permanent capacity in the years following the peak in demand.
Communication	Lack of understanding of need and proposals leading to delays and complaints.	<p>Communication strategy being developed for overall programme and individual projects.</p> <p>School Expansion Stakeholder Reference Group established with cross-party and representative membership to provide advice and guidance on the implementation of the school expansion programme.</p> <p>Programme communications officer appointed to develop and co-ordinate communications and community engagement.</p>

Corporate Priorities

45. This report incorporates the corporate priorities to deliver a cleaner, safer and fairer Harrow by:
- Ensuring Harrow Council 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: 10 February 2014		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 February 2014		

Section 4 – Performance Officer Clearance

Name: Kuljit Bisal	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 6 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 11 February 2014		

Section 6 - Contact Details and Background Papers

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

Background Papers:

- Department for Education School Choice and Operations Team guidance for decision makers
<http://www.education.gov.uk/schools/leadership/schoolorganisation>
- 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>
- Equality Impact Assessments on the schools proposed for expansion.
- Governing Body responses to the statutory proposals

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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Decision Makers Guidance

The decision maker for these statutory proposals is the local authority, and this report presents the proposals to Cabinet for determination. If the local authority fails to decide proposals within two months of the end of the representation period the local authority must forward proposals, and any received representations, to the Office of the Schools Adjudicator for decision. This two month period will end on 6 April 2014.

Decision Makers are required to have regard to guidance issued by the Secretary of State when they take a decision on proposals. The guidance documents are available on the Department for Education School Choice and Operations Team website at <http://www.education.gov.uk/schools/leadership/schoolorganisation> and in Background Papers.

The format of this Appendix follows the framework of the guidance. The text in italics at the start of each section contains extracts from the guidance to assist members to understand the context

Important Notes about the Decision Makers Guidance

1. It should be noted that the guidance has not been updated by the Department for Education to reflect changes in organisations, etc.
2. New school organisation regulations and associated guidance came into force on 28 January 2014. However, the changes apply to statutory proposals published after this date. Therefore, these statutory proposals are being determined under the previous statutory process.

Checks on Receipt of Statutory Proposals

There are 4 key issues which the Decision Maker should consider before judging the respective factors and merits of the statutory proposals:

1. Is any information missing?

If so, the Decision Maker should write immediately to the proposer/promoter specifying a date by which the information must be provided.

In order to make the nature of the proposals explicit and clear for all stakeholders, the notices and the complete proposals stated as full information as possible. It is considered that all necessary information was provided and made available for stakeholders and interested parties to see.

2. Does the published notice comply with statutory requirements?

The Decision Maker should consider whether the notice is valid as soon as a copy is received. Where a published notice does not comply with statutory requirements it may be judged invalid and the Decision Maker should consider whether they can decide the proposals.

The statutory notices were developed using the School Choice and Operations Team 'Build a Statutory Notice' facility. This facility is designed to help local authorities, governing bodies and other proposers publishing statutory proposals, to construct a statutory notice which contains all the information required by law.

It is considered that the published notices and complete proposals comply with the statutory requirements.

3. Has the statutory consultation been carried out prior to the publication of the notice?

Details of the consultation should be included in the proposals. The Decision Maker should be satisfied that the consultation meets statutory requirements. If some parties submit objections on the basis that consultation was not adequate, the Decision Maker may wish to take legal advice on the points raised. If the requirements have not yet been met, the Decision Maker may judge the proposals to be invalid and should consider whether they can decide the proposals. Alternatively the Decision Maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.

Statutory consultations were conducted from 16 September to 18 October 2013. It is considered that all applicable statutory requirements have been complied with in relation to the consultation on the proposals. The local authority has had regard to the Department for Education School Choice and Operations Team guidance on making prescribed changes to schools. The consultation document was sent to all interested parties in accordance with the guidance.

The consultation responses and outcomes (see 'Other issues' below) were reported to Cabinet on 21 November 2013, and Cabinet decided to publish statutory proposals.

The Governing Body of St John Fisher Catholic Primary School consulted and published statutory proposals to expand the school to the same timescales. The decision maker for statutory proposals published by a voluntary aided school is the Local Authority.

4. Are the proposals linked or "related" to other published proposals?

Any proposals that are "related" to particular proposals must be considered together. Generally, proposals should be regarded as "related" if they are included on the same notice (unless the notice makes it clear that the proposals are not "related"). Proposals should be regarded as "related" if the notice makes a reference to a link to other proposals. If the statutory notices do not confirm a link, but it is clear that a decision on one of the proposals would be likely to directly affect the outcome or consideration of the other, the proposals should be regarded as "related". Where proposals are "related", the decisions should be compatible e.g. if one set of proposals is for the removal of provision, and another is for the establishment or enlargement of provision for displaced pupils, both should be approved or rejected.

The statutory proposals for Kenmore Park Infant and Nursery School and Kenmore Park Junior School are related to each other, as are the statutory proposals for Whitchurch First School and Whitchurch Junior School, and this was stated clearly on the statutory notices that were published.

Factors to be considered by decision makers

The factors contained in the Secretary of State's guidance should not be taken to be exhaustive. Their importance will vary, depending on the type and circumstances of the proposals. All proposals should be considered on their individual merits.

The sections that follow contain information to assist Cabinet to determine how the proposals meet the factors the decision maker must have regard to in reaching a decision. Not all of the factors contained in the decision makers guidance are relevant to these proposals. For example: the proposals do not make changes to early years provision or nursery schools; there are no issues of poor performance; there are no post-16 implications; there is no change to school category; and there is no special educational needs reorganisation. The effect of the proposals is to expand thirteen existing schools on nine sites. The following sections, therefore, focus on relevant factors of the guidance.

A system shaped by parents

The Government's aim is to create a schools system shaped by parents which delivers excellence and equity. The Education and Inspections Act 2006 amends the Education Act 1996 to place duties on local authorities to secure diversity in the provision of schools and to increase opportunities for parental choice when planning the provision of schools in their areas. In addition, local authorities are under a specific duty to respond to representations from parents about the provision of schools, including requests to establish new schools or make changes to existing schools. The Government's aim is to secure a more diverse and dynamic schools system which is shaped by parents. The Decision Maker should take into account the extent to which the proposals are consistent with the new duties on local authorities.

Statutory consultations about the proposals to expand schools in Phase 2 of the primary school expansion programme were held between 16 September 2013 and 18 October 2013 and the outcomes of the consultations were reported to Cabinet on 21 November 2013. Cabinet decided to publish statutory proposals.

Consultation outcomes were considered carefully and Cabinet decided to extend the consultation period for the governing body of the newly amalgamated Cannon Lane Primary School to respond formally to the consultation and to allow time to arrange a further meeting for residents and parents which was held on 13 November 2013. The Governing Body decided to support the proposed expansion of the school and the contributions from attendees at the meeting were very helpful to the governors when making their decision.

The project to expand St Anselm's Catholic Primary School proved to be too complex and challenging to deliver. Some of the reasons related to difficulties to do with Planning constraints and affordability, but other reasons related to concerns raised in consultation responses about playground space and traffic.

Standards

The Government wishes to encourage changes to local school provision where it will boost standards and opportunities for young people, whilst matching school place supply as closely as possible to pupils' and parents' needs and wishes. Decision Makers should be satisfied that proposals for prescribed alterations will contribute to raising local standards of provision, and will lead to improved attainment for children and young people. They should pay particular attention to the effects on groups that tend to under-perform including children from certain ethnic groups, children from deprived backgrounds and children in care, with the aim of narrowing attainment gaps.

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.

A key principle identified by officers and representative primary headteachers in the work to develop expansion proposals was the maintenance of high quality education standards, and all schools with council support as necessary will work to ensure high education standards are promoted through the expansions. The governing bodies and senior leadership teams of the schools will ensure appropriate structures are in place to manage the increased numbers of pupils and deliver the curriculum.

Suitable accommodation and facilities will be provided to accommodate the increased pupil numbers. Revenue funding is based on pupil numbers and the funding for increased numbers

of pupils can enable opportunities for schools to be creative in use of resources to promote pupils' learning.

Diversity

The Government's aim is to transform our school system so that every child receives an excellent education – whatever their background and wherever they live. A vital part of the Government's vision is to create a more diverse school system offering excellence and choice, where each school has a strong ethos and sense of mission and acts as a centre of excellence or specialist provision. Decision Makers should consider how proposals will contribute to local diversity. They should consider the range of schools in the relevant area of the local authority and whether the alteration to the school will meet the aspirations of parents, help raise local standards and narrow attainment gaps.

There is a range of schools in Harrow offering diversity to parents both in terms of ethos and size. Harrow has a Church of England primary school, a Hindu primary school, a Jewish primary school, six Roman Catholic primary schools and two Roman Catholic high schools. Primary sector community schools are organised as separate and combined infant and junior schools and have a range of planned admission numbers from one to four forms of entry.

Harrow is committed to securing greater autonomy, flexibility and scope for schools to drive their own agendas within a collaborative whole-borough framework. Harrow's success in this approach is demonstrated through the Harrow School Improvement Partnership and the Harrow Collegiate.

The community of Harrow schools has a tradition of collaboration and cooperation and is confident to develop and embrace innovative solutions. Within this context the local authority, in partnership with schools, will continue to explore routes that provide creative and innovative solutions for challenges faced by individual schools and groups of schools, and provide a means to secure school improvement.

Two schools are currently consulting about establishing an academy trust to drive improvements in education attainment.

Every Child Matters

The Decision Maker should consider how proposals will help every child and young person achieve their potential in accordance with Every Child Matters' principles which are: to be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society; and achieve economic well-being. This should include considering how the school will provide a wide range of extended services, opportunities for personal development, access to academic and vocational training, measures to address barriers to participation and support for children and young people with particular needs, e.g. looked after children or children with special educational needs (SEN) and disabilities.

The principles that were contained within Every Child Matters are central to all Harrow plans for schools so that wrap around care, support for families and a wide range of opportunities are developed in all schools.

The local authority has to ensure that its strategic solution to create more places in schools maximises the potential of re-commissioning accommodation as classrooms, which may mean changes to how activities are undertaken at the schools. Not all schools are in the same position about the facilities available to them. Some schools have additional physical facilities available to their pupils that are not available at other schools. For example, not all schools are

currently able to hold full school assemblies and not all schools have rooms set aside for specialist activities.

The reinstatement of space for use as classrooms does not necessarily mean that enrichment and other activities would cease. Schools would still be able to organise activities even if there are not specified rooms set aside for the purpose. It would mean that the way certain activities are provided would be organised and provided differently.

While every effort will be made to maximise the range of facilities available to schools, it needs to be borne in mind that the capital that will be available will be limited in the current economic climate.

School characteristics

No changes to the overall characteristics of the schools in relation to boarding provision arise from the proposals.

Equal opportunity issues

The Decision Maker should consider whether there are any sex, race or disability discrimination issues that arise from the changes being proposed, for example that where there is a proposed change to single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand. Similarly there needs to be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, while ensuring that such opportunities are open to all.

Equalities Impact Assessments have been undertaken by officers and headteachers on the schools proposed for expansion. The conclusions of these assessments are that the implications are either positive or neutral in that the expansion of the schools will help to ensure sufficient school places for the increasing numbers of children in Harrow. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude that all opportunities to advance equality are being addressed.

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.

Need for places

Where proposals will increase provision, the Decision Maker should consider whether there is a need for the expansion and should consider the evidence presented for the expansion such as planned housing development or demand for provision. The Decision Maker should take into account not only the existence of spare capacity in neighbouring schools, but also the quality and popularity with parents of the schools in which spare capacity exists and evidence of parents' aspirations for places in the school proposed for expansion. The existence of surplus capacity in neighbouring less popular or successful schools should not in itself prevent the addition of new places.

To inform the management of school places, the local authority commissions pupil population projections for Harrow and monitors the pupil numbers in its schools.

Harrow Council commissions the Greater London Authority (GLA) to provide pupil projections. The projections are prepared by the GLA School Roll Projection Service and are based on the latest 2012 round of population projections released by the GLA and on school roll data collected in the January 2013 School Census and previous school censuses.

In Harrow's primary sector schools in September 2013 there are a total of 2,790 permanent Reception class places. With the temporary additional places that have been opened (9 additional temporary classes) this is increased to 3,060 Reception places in September 2013. In order to ensure sufficient school places to meet the predicted increased demand by September 2015, the number of permanent Reception places need to be increased by at least 360 places to a total of 3,150 permanent places that would be supplemented by additional temporary classes as needed. The Phase 2 proposals aim to ensure sufficient school places at the right time and in the right location to meet the increased demand up to 2015/16.

It is currently projected that the peak of the increased demand for Reception places in Harrow will occur in January 2019 at 3,437 Reception aged pupils and will be sustained at that high level with a slight reduction in numbers in subsequent years. It is expected that a third phase of primary school expansions will need to be brought forward in due course. The projections and actual pupil numbers will continue to be monitored carefully, as well as any variations in demand in planning areas within Harrow, and will be considered alongside any school developments in Harrow that may provide additional school places.

Travel and Accessibility for All

In considering proposals for the reorganisation of schools, Decision Makers should satisfy themselves that accessibility planning has been properly taken into account. Facilities are to be accessible by those concerned, by being located close to those who will use them, and the proposed changes should not adversely impact on disadvantaged groups. In deciding statutory proposals, the Decision Maker should bear in mind that proposals should not have the effect of unreasonably extending journey times or increasing transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable routes e.g. for walking, cycling etc. Proposals should also be considered on the basis of how they will support and contribute to the local authority's duty to promote the use of sustainable travel and transport to school.

The schools proposed for expansion are located in each of the five geographic Primary Planning Areas to ensure that there is additional provision to meet demand across all parts of the borough. This approach will minimise distances that children and parents have to travel to school and will serve to promote accessibility. As far as possible, it is believed the schools chosen for expansion would be a popular choice amongst parents wishing to secure a place at their local schools.

16-19 Provision

No changes to post-16 provision arise from the proposals.

School category changes

No changes to school categories (e.g. no changes to become voluntary aided, foundation body, trust or academy) arise from these proposals.

Funding and land

The Decision Maker should be satisfied that any land, premises or capital required to implement the proposals will be available. Normally, this will be some form of written confirmation from the source of funding on which the promoters rely (e.g. the local authority, DCSF, or Learning and Skills Council). In the case of a local authority, this should be from an authorised person within the local authority, and provide detailed information on the funding, provision of land and premises etc. Proposals should not be approved conditionally upon funding being made available, except for proposals being funded under the Private Finance Initiative or through the Building Schools for the Future programme.

It is currently estimated that the cost of permanently expanding the primary schools in Phase 2 is £26m. This does not include costs for two of the schools (Priestmead and Aylward) which will be delivered by the Education Funding Agency (EFA) as part of the Government's Priority School Building Programme (PSBP) to improve the schools in the worst condition across the country.

In addition to the annual capital allocations for basic need and school maintenance, successful application for funding to expand a number of the Phase 2 schools was made by Harrow Council on the schools' behalf to the Government's Targeted Basic Need Programme (TBNP). Based on current estimates for the cost of the projects and the recent announcements about further yearly allocations from the Education Funding Agency (EFA), it is expected that it is possible to deliver the programme with EFA capital grants, without the need for Council capital funding.

The Secretary of State has confirmed the TBNP allocations for the schools in the Funding Agreement sent to the Council in January 2014.

In July 2013 the Education Funding Agency wrote to the PSBP schools confirming that the schools will have their condition needs met through the programme, and announcing that the school will be rebuilt using capital funding. If the statutory proposals are approved, these schools will be rebuilt / refurbished as expanded schools.

There are no capital receipts, new sites or playing fields, or land tenure arrangements arising from these proposals.

Special educational needs provision

When reviewing SEN provision, planning or commissioning alternative types of SEN provision or considering proposals for change, local authorities should aim for a flexible range of provision and support that can respond to the special educational needs of individual pupils and parental preferences, rather than necessarily establishing broad categories of provision according to special educational need or disability.

Within these proposals, there are no plans to establish new provision or change existing provision for pupils with special educational needs at the schools proposed for expansion. They are mainstream schools, which make appropriate provision for pupils with SEN who attend mainstream schools

Other issues

The decision maker should consider the views of all those affected by the proposals or who have an interest in them. The decision maker should not simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the decision maker should give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposals.

Statutory consultations were conducted from 16 September 2013 until 18 October 2013. The full analysis of the responses was presented to Cabinet on 21 November 2013.

823 responses were received to the consultations. Respondents included parents/carers, pupils, school staff, governors, residents and organisations. A number of comments were included with the responses given.

Two questions were asked in the consultation. They were:

- “Do you agree with the approach to creating additional school places In Harrow?”
- “Do you agree with the approach to permanently expand **named* school” (Note: the respondent would specify which school proposal their response related to)

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

The following tables provide overall responses to the consultation questions.

Question 1: “Do you agree with the approach to creating additional school places In Harrow?”

The overall responses to Question 1 were

Response	Number	Percentage
Yes	507	61.60%
No	211	25.64%
Not Sure	105	12.76%
Total	823	100.00%

Question 2: “Do you agree with the approach to permanently expand **named* school”

Respondents were asked to state which school their response related to. The overall responses, including residents, parents etc, to the statutory consultation question by school were:

Numbers	Yes	No	Not Sure	Total
Aylward	29	28	7	64
Belmont	31	14	8	53
Cannon Lane	16	92	10	118
Grange	50	16	5	71
Kenmore Park	43	10	5	58
Newton Farm	43	15	7	65
Norbury	56	12	9	77
Pinner Wood	9	19	6	34
Priestmead	79	19	16	114
St Anselm's	4	43	2	49
St John Fisher	5	42	7	54
Whitchurch	41	17	8	66
	406	327	90	823

Note: The consultation responses for the separate schools on the Kenmore Park and Whitchurch sites have been combined.

The responses for St Anselm’s and St John Fisher represent only those received by the Council. The Schools also received responses directly.

The responses made to the first consultation question indicate broad agreement with the Council’s approach to creating additional school places in Harrow. The comments made by respondents to this question include the following main themes:

- A perception that Harrow is already over populated and over crowded.
- New schools should be built to meet the increased demand rather than expanding existing schools that are pressed for capacity.

- Over time there has been too much development in the borough which exceeds the available infrastructure, for example roads, to support the increased population.
- Traffic congestion and road safety are already significant issues and will be exacerbated by increased pupil numbers in schools.

Officer responses to the consultation responses are as follows:

Question 1

Harrow's Area Action Plan has been subject to extensive consultation and provides a strategic framework for future sustainable development in the borough. Harrow Council will do all that it can to create new schools, but the reality is that there is very little land available to the Council for this. A new primary school will be established at the Kodak development and the Harrow Teachers' Centre site has been identified for additional secondary school provision in the borough's area planning. The Council will work with proposers of free schools to support appropriate new provision wherever possible. The design work to provide additional teaching space at expanded schools will seek to consolidate existing spaces and to address any issues with the current running of the school as far as possible. The travel and traffic issues arising from increased numbers of pupils in schools are recognised and response is given below.

Question 2

The responses made to the second consultation question relating to specific school proposals are shown in the table above. There is considerable range in the number of responses received for individual schools. The level of responses is relatively low given the distribution of information to the parents and staff and the local residents around all of the schools. It was noted that there was reticence and concern in the responses reported for the following four schools, Cannon Lane Primary School, St John Fisher Catholic Primary School, St Anselm's Primary School and Pinner Wood Primary School. The concerns raised were noted for discussion in more detail with the schools and their communities. As a result of this:

- Cannon Lane Primary School - the consultation period was extended for the governing body of the newly amalgamated school to respond formally to the consultation and to allow time to arrange a further meeting for residents and parents.
- St Anselm's Catholic Primary School – the project to expand St Anselm's Catholic Primary School proved to be too complex and challenging to deliver. As well as reasons related to difficulties to do with Planning constraints and affordability, other reasons related to concerns raised in consultation responses about playground space and traffic.

The comments made by respondents to this question were summarised school by school in Appendix B of the November 2013 Cabinet report for each school together with officer comment.

Formal responses to the consultations were requested from school governing bodies and were summarised in the Cabinet report also. Governing body responses effectively gave agreements in principle to permanent expansion and highlighted a number of issues and concerns to be considered in implementation work.

The main concerns made in comments were: traffic congestion and parking concerns; design and construction building work at the schools, and; increased school size.

A key concern in responses by individuals and governing bodies was traffic congestion and parking concerns. Detailed description was given in the Cabinet report of the corporate approach to addressing these concerns bringing officers together from Children and Families, Enterprise and Environment and Communications to co-ordinate work and committing additional resources to ensure an appropriate profile to the Phase 2 expansion projects in particular:

Transport Assessments are being undertaken by an independent company and a dedicated officer is working with the schools to develop robust and effective school travel plans.

To ensure concerns about implementation of expansions are addressed, a school expansion delivery team has been established to ensure appropriate engagement with the schools and their involvement in the design and construction planning. Officers will have detailed discussions with the school about how the extra children would be accommodated.

In response to concerns about school size, it was pointed out that increasing the size of a school does not necessarily change the quality of the relationships surrounding the child. For most children, their key experiences are related to their classroom, their class teacher and their year group, which would not change in a bigger school. Headteachers and governing bodies would ensure appropriate curriculum and leadership arrangements were in place as pupil numbers increased over a 7 year period. The management of the expanded school would be undertaken by the Headteacher and the senior leadership team. Together they would plan how the school day was organised including playtimes and lunchtimes, year group activities etc. and would also consider the potential to open breakfast and after school clubs.

No formal representations in relation to the statutory proposals were received by Harrow Council. All the governing bodies of the schools proposed for expansion have confirmed the agreements they gave in response to the statutory consultations on the expansion proposals. A number of issues in relation to the proposals were identified by the schools which are already being considered and would be addressed as far as possible as implementation planning is progressed. These issues were primarily to do with: traffic congestion and parking concerns; the capital works that will be required to ensure sufficient and appropriate accommodation for the additional pupils attending an expanded school, and; accommodating bulge classes prior to building works being completed. The responses are summarised below and the full responses are in Background Papers:

Chair of Governors, Belmont School

I confirm that the Governing Body are fully in favour of the proposed expansion of our School as indicated in our response to the Statutory Proposals that was previously submitted.

Chair of Governors, Cannon Lane Primary School

Further to our drop in meeting on Thursday 31/1/14, the Governing Body would like to confirm that we are still in favour of going ahead and implementing the School Expansion Programme at Cannon Lane Primary School.

Headteacher, Grange Primary School

I can confirm on behalf of the Governors that they are happy for the expansion to go ahead.

Clerk to the Governing Body of the Kenmore Park schools

I am writing on behalf of the Governing Body of Kenmore Park Nursery, Infants and Junior School, who at their Governing Body Meeting on the 5th February 2014 agreed and are supportive of the school expansion and would want highways to acknowledge issues raised about traffic and parking by local residence.

Chair of Governors, Newton Farm Nursery, Infant and Junior School

We confirm the views given in response to the statutory consultation last term on the expansion proposals.

Chair of Governors, Norbury School and Nursery

We support the proposal to expand Norbury School and are pleased with the level of consultation so far both with respect to the plans for the proposed building and refurbishment and with respect to traffic and parking and the School Travel Plan.

However, as said in our response sent on 18th October, proper arrangements will be needed to accommodate the 30 extra children from September 2014 until the new building is ready for occupation.

We are concerned that the safety of our children might be at risk while the building works are in progress as the fire-escapes on the north-west wing of the existing building would be blocked, which means two double exits and two single fire exits will be out of use in the same area as we are about to accommodate a further 30 pupils in our Junior school.

We therefore ask the Council to investigate whether having temporary classrooms in the playground would both provide the necessary accommodation for 30 extra children and reduce the number of children in the north-west wing of the existing building to a safe level in the event of an evacuation being needed. (**Note:** Officer attention is being given to the issues raised by the school in this response. The safety of the children is of paramount importance and will be ensured).

Chair of Governors, Priestmead Primary School & Nursery

I can confirm that the response from Priestmead Primary School & Nursery is as per the response provided as part of the consultation process last October & as set out in my recent letter to you indicating the numerous issues which need to be addressed before we would be in a position to take a bulge class. For the purposes of the report to Cabinet can I, on behalf of the Governing Body, reiterate how disappointed we are that no assessment has been carried out at Priestmead on the viability of us taking a bulge class from September 2014, the over reliance on the fact that we are in the PSBP scheme & that this seems to be the Local Authority's solution to fixing all of the numerous problems that we have highlighted & to state once again that Priestmead CANNOT take a bulge class until the issues already raised with you have been addressed & resolved. As requested in our recent letter can I please ask that the additional 30 places earmarked for Priestmead from September 2014 are not allocated to us as the Governing Body are adamant that we WILL NOT take a bulge class until all of these issues are fixed. (**Note:** Initial officer response has been sent acknowledging the issues in the response about the bulge class in September 2014, apologising for the time it has taken to mobilise to respond to the school's concerns and stating officers are keen to be able to consider and address as far as possible the concerns expressed in the letter of 10 January).

Headteacher, Whitchurch First School and Nursery

Our Governing Body responses remain as they were. (**Note:** Officer response was given to the additional queries raised in the response about funding matters and a visit has been made by officers and constructor representative to discuss and view the kitchen, dining and hall areas).

Chair of Governors, Aylward Primary School

The governors agree with the proposals to permanently expand Aylward Primary School from September 2014

Co-Chairs of the Governing Body, Whitchurch Junior School

The Governing Body of Whitchurch Junior School confirms agreement of the expansion to four form entry.

Chair of Governors, St John Fisher Catholic Primary School

Following the representation period for the statutory notice to expand St John Fisher Catholic Primary School, I confirm that the school is in agreement with the proposal.

Chair of Governors, Pinner Wood School

The Governing Body response is the same as to the statutory consultation, but also to include the governors grave concerns about the safety of our pupils and the local residents due to illegal, dangerous and inconsiderate parking outside the school.

REPORT FOR: CABINET

Date of Meeting:	13 March 2014
Subject:	Whitefriars Community School
Key Decision:	Yes
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families Caroline Bruce, Corporate Director of Environment and Enterprise
Portfolio Holder:	Councillor Janet Mote, Portfolio Holder for Children and Schools Councillor Stephen Wright, Portfolio Holder for Property and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A – Considerations about the proposal in relation to the Decision Makers Guidance Appendix B – Considerations about procurement and land

Section 1 – Summary and Recommendations

This report sets out proposals to establish Whitefriars Community School as an all-through school on the Whitefriars School site and Harrow Teachers' Centre site. The report provides information and recommendations to enable Cabinet to determine the statutory proposals that were published on 9 January 2014 and to approve the approach to the disposal of the Whitefriars

Community School and Harrow Teachers' Centre sites. It also updates Cabinet on the procurement of the contractor to develop the site.

Recommendations:

Cabinet is requested to:

1. Approve the statutory proposals to expand permanently and extend the age range of Whitefriars Community School to include provision for secondary aged pupils subject to the condition that planning consent is granted for the development of the all through school.
2. Agree the approach to the disposal of the Whitefriars Community School and Harrow Teachers' Centre sites to the academy trust.
3. Delegate authority to the Corporate Director, Environment and Enterprise in consultation with the relevant portfolio holders to finalise the disposal details for the academy transfer.
4. To note that the contractor to develop the site will be procured via the Education Funding Agency's (EFA) Contractors Framework.

Reason: (For recommendation)

To enable the Local Authority to fulfil its statutory duties to provide sufficient school places in its area and the land transfer for the academy conversion.

Section 2 – Report

Introduction

1. This report sets out a series of matters that will enable:
 - Whitefriars Community School to be established as an all through school from reception to Year 13, with a nursery class;
 - the development of the Whitefriars Community School site and Harrow Teachers' Centre site for the all through school;
 - the transfer of land and assets required as part of the school's academy conversion, and;
 - the appointment of a contractor to develop the site.

Background

School Places

2. The Local Authority has a statutory responsibility to provide sufficient school places for its area. Like many boroughs, Harrow is experiencing significant growth in the pupil population and has a school place planning

strategy to increase the number of 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.

3. Statutory consultations about proposals to expand 14 schools in Phase 2 of the primary school expansion programme were held in autumn 2013. In November and December 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.
4. 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. One of these strands is the opportunity to expand Whitefriars Community School and to develop the Harrow Teachers' Centre site.

Whitefriars Community School

5. Whitefriars Community School is located in the Central Planning Area and its proposed expansion will contribute to meeting the additional growth in this area. The proposed age range extension to secondary pupils will contribute to meeting the need for additional secondary school places. The expansion will contribute to the Council's vision to develop a community and learning campus for Wealdstone that offers provision and facilities for the community as well as education and learning for children and young people.
6. 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.

Academy Conversion

7. The Heathland Whitefriars Federation has resolved to convert Whitefriars Community School and Heathland School to academy school status on 1 July 2014. As part of the conversion, the assets used by the school transfer to the academy trust. This usually occurs at the point of conversion. This will be the case for the Heathland School conversion. However, for Whitefriars Community School, it is proposed that the transfer of assets, including the land occupied by Harrow Teachers' Centre, occurs when the construction programme is completed. A series of principles were agreed with the federation to inform the approach to the disposal of the Whitefriars Community School and Harrow Teachers' Centre sites.

Procurement of Contractor

8. The procurement of the construction of the new school buildings will be through the Education Funding Agency's contractors framework agreements to ensure effective delivery and the best value for money for this key project.

Harrow Teachers' Centre Site Vacation

9. To enable the development of the Teachers' Centre site the Harrow Tuition Service including the Pupil Referral Unit (PRU) and staff currently located at the Teachers' Centre will need to be relocated. Plans are being developed and finalised to make this happen.

Options considered

School expansion and extension of age range

10. It proposed to expand Whitefriars Community School by one form of entry and extend the age range to secondary provision including sixth form.
11. The current capacity of the primary school is 420 and the proposed capacity will be appropriate for 1,455 pupils, including secondary pupils and Nursery. The current admission number for the school in Reception is 60 and the proposed admission number in Reception will be 90. The proposed capacity for Year 7 will be 150 pupils. As this includes children who are already in the school, the admission number for Year 7 will be reduced by the number of children on roll in Year 6. It is proposed that there will be 75 sixth form places across Years 12 and 13. There is no separate admission number for Year 12 as it is not proposed to admit more than 150 pupils into this year.
12. The implementation of the expansion will be phased. The number of pupils admitted to Reception in the primary phase from 2015 will be 90, resulting in the school filling up incrementally across all the year groups in the primary phase over a 7 year period. The number of pupils admitted to Year 7 in the secondary phase from September 2015 is planned to be 60 places and will increase in phases up to a maximum of 150 by September 2019. The exact dates of the phasing will depend on demand for secondary school provision in future years. The sixth form places will be available from 2020.
13. The site of Harrow Teachers' Centre, Tudor Road, Wealdstone, HA3 5PQ would be included in the development of the all-through school.
14. Statutory consultation about the proposal to establish the all-through school was held between 4 November and 29 November 2013 and the outcomes of the consultation were reported to Cabinet on 12 December 2013. Cabinet decided to publish statutory proposals.
15. Statutory proposals to expand Whitefriars Community School by one form of entry and extend the age range to make provision for secondary aged pupils were published on 9 January 2014 for a six week representation period.
16. No formal representations in relation to the statutory proposals were received by Harrow Council by the closing date of the representation

period on 20 February 2014. The Governing Body has confirmed the agreement with the proposals that it gave in response to the statutory consultation.

17. Cabinet has the following options:
 - a. Reject the proposals;
 - b. Approve the proposals;
 - c. Approve the proposals with modification;
 - d. Approve the proposals subject to meeting a separate condition.
18. Considerations about the decision makers guidance is provided at Appendix A. It is proposed that Cabinet agree the recommendations to extend the age range and expand the primary school subject to condition that planning permission is granted to facilitate the construction of a new school building on the Teachers' Centre site.

Disposal of land

19. When a school converts to academy status a Commercial Transfer Agreement (CTA) is entered into with the trust and the council. In addition, a 125 year lease is granted to the trust. This usually covers the land and assets used by the school for the previous 8 years.
20. The Heathland Whitefriars Federation is working towards a conversion date of 1 July 2014. In considering options for the land transfer, two options were considered:
 - Option one: enter into 125 year lease at the point of conversion
 - Option two: enter into a 125 year lease on completion of the building works for Whitefriars.
21. Although the schools are part of the same Federation, the context for the schools and sites are very different. Therefore two approaches are proposed.

Heathland School

22. The site occupied by Heathland School is self-contained and has been occupied solely by the school for over 8 years. The responsibilities for the shared driveway and car park with Rooks Heath College were agreed as part of the Rooks Heath academy conversion.
23. For Heathland School, at the point of conversion the Council will grant a 125 year lease. This will be for the site that the school have occupied for the previous 8 years.

Whitefriars School

24. To establish the all through school the holistic development of the Whitefriars Community School and Harrow Teachers' Centre sites is essential. This development will be funded by the Council's TBNP funding and delivered by the Council appointed contractor.
25. In accordance with the Academies Act, the land currently occupied by the Harrow Teachers' Centre, including the hall and gym block which is

used by Whitefriars Community School would not transfer to the trust. However, as the combined site will be developed for the all-through school, it is proposed that the 125 year lease will be entered into by the Council and the trust when the building works are complete.

26. At the proposed date of conversion the Council will agree a licence for the school to occupy its current site. This will enable the contractor to access the whole site without further licences. A set of guiding principles were agreed with the school that would ensure that the school remains operational on the current site during the construction works.
 27. In the Council's Area Action Plan, the open space to the north of the Teachers' Centre site is identified as education use. It is not proposed that this space is included in the school development. However, there is an aspiration that this open space will be improved as a longer term development in the area and it may be that there could be pedestrian access to the site.
 28. The site details, including red-line plans and the approach informed by the guiding principles are provided at Appendix B.
 29. It is recommended that Cabinet agree the approach to the disposal of the Whitefriars Community School and Harrow Teachers' Centre sites to the academy trust.
 30. As this is a complex land arrangement and further details will need to be agreed with the Council and the trust, Cabinet is requested to delegate authority to the Corporate Director, Environment and Enterprise in consultation with the relevant portfolio holders to finalise the disposal details for the academy transfer.
- Procurement of contractor**
31. Cabinet Reports on the school expansion programme and the associated capital programme have informed Cabinet of the procurement options to deliver the school expansion programme. To minimise risk of the school expansion delivery and to meet the tight deadline conditions of the TBNP funding grant condition of expenditure by September 2015, it was noted in the October Report to Cabinet that officers will use the Council's Major Works, Maintenance and Repairs Framework contract with Keepmoat together with existing major works frameworks established by other public sector organisations to deliver the projects.
 32. Harrow received £12.4m for the Whitefriars/Harrow Teachers' Centre project under the Government's TBNP. In accordance with the grant condition, this has to be expended by September 2015.
 33. In December, it was reported to Cabinet that it was expected that the Education Funding Agency (EFA) Framework Agreement would be used to procure a contractor for this project. The EFA have confirmed their agreement for Harrow to use their Framework, and the project is

now being developed in line with EFA design and procurement principles. Work is now progressing and high level details are set out in Appendix B.

34. This includes completing a Feasibility Study which is approved by the EFA, using the EFA's standard documentation and managing the procurement process to appoint the contractor. The indicative timescale for the procurement is outlined as follows:

Preliminary Invitation To Tender issued	April 2014
Invitation to Tender (ITT) issued	End April 2014
Preferred contractor appointed	June 2014
Planning Application Submitted	July 2014
Planning Determined	September 2014
Start on Site	October 2014

35. This is an extensive building programme and it is expected that it will be completed by Spring 2016.

Related Matters

Stakeholder engagement

36. The School Expansion Stakeholder Reference Group, a representative group of elected members and stakeholders, held its first meeting in November. A sub-group, for the proposal to establish an all-through school on the Whitefriars Community School and Harrow Teachers' Centre sites, held its first meeting in December. The purpose of these stakeholder reference groups is to provide advice and guidance on the implementation of the school expansion programme.

Programme governance and management

37. The Corporate Directors of Children & Families and Environment & Enterprise have established 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. Regular reports will be made to the Corporate Strategy Board and quarterly update reports will be presented to Cabinet.

Traffic and travel

38. Measures are being put in place to address the traffic and congestion issues arising from the creation of additional school places. These measures have been reported in detail to Cabinet in previous reports and include:

- Transport Assessments at Phase 2 expansion schools and Transport Statements at additional special educational needs places provision. Mott MacDonald has been procured to complete this work by the end of February 2014.
- Appointment of a Transport and Travel Planner Officer for the expansion projects to develop and implement effective travel strategies in conjunction with the schools.
- There will be a communication strategy for the Phase 2 expansion projects to raise the profile of school travel planning. An additional Communications Officer has been engaged to give communications and engagement work a high profile.

Financial implications

Revenue

39. 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

40. Harrow received £12.4m for this project under the Government's TBNP. In accordance with the grant condition, this has to be expended by September 2015.
41. An initial feasibility study has been completed and the estimated cost for this project is £15.95m which has been included in the School Expansion Capital Programme. The cost of the scheme will also need to cover the relocation costs of the Harrow Tuition Service.
42. As the contractor is being procured via the EFA's Framework a budget, or 'funding envelope' for the project has to be agreed prior to procurement commencement and is currently being developed along with finalisation of the feasibility study using standardised EFA templates. The two preferred Contractors that are selected through the

Preliminary Invitation To Tender (PITT) will then aim to develop a scheme which is within the funding envelope.

43. Any changes to the budget will be reported in due course along with the other projects in the Programme. It is still anticipated that the overall cost of the School Expansion Programme including Whitefriars can be delivered within the funding provided by the EFA subject to future allocations continuing on a similar basis to recent allocations and confirmation of further expansion requirements.
44. As the contractor is being procured via the EFA's Framework a budget for the project has to be agreed prior to procurement commencement. The appointment of the contractor will take place in accordance with the Council's Contract Procedure Rules and the requirements of the EFA.

Legal implications

45. 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.
46. 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.
47. 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.
48. 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.
49. 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.
50. 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.

51. During the consultation on the proposed conversion to an academy and subsequently, 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. The Federation is now proposing 1 July 2014 as the conversion date.
52. 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. Appendix A to this report sets out considerations about the proposal in relation to the Decision Makers Guidance of the Department for Education.
53. As the proposal is dependent on planning permission, the local authority can make the decision conditional on grant of planning permission.
54. The proposed procurement route complies fully with EU public procurement rules because the EFA has lawfully procured the Contractors Framework Agreement, the council is identified as a potential call-off party and the works to be procured are in scope. The standardised tender and contract documents will fully protect the council's and the new academy's legal and commercial interests.

Equalities implications

55. 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.
56. Equalities Impact Assessment has been undertaken on the proposed permanent expansion and extension of the age range of Whitefriars Community School. The Equalities Impact Assessment has not identified any potential for unlawful conduct or disproportionate impact and concludes that all opportunities to advance equality are being addressed. The council is committed to wide ranging consultation and community engagement on the proposals for the Whitefriars/Teachers Centre sites. Part of this will be to identify opportunities and improvements to the local community provision and facilities.
57. 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

58. 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'.

59. The table below includes the 2013 Key Stage 2 results of Whitefriars Community School. The table compares the school's performance in Reading, Writing and Maths at Level 4+, Reading Expected Progress, Writing Expected Progress and Maths Expected Progress results to the Harrow and national averages.

2013 Key Stage 2	Reading, Writing & Maths L4+	KS1-KS2 Expected Progress - Reading	KS1-KS2 Expected Progress - Writing	KS1-KS2 Expected Progress - Maths
Whitefriars	75%	90%	98%	98%
Harrow	79%	90%	92%	92%
National	75%	88%	92%	88%

Source: DfE Performance Tables

60. 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.

61. 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.

62. 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.
- Closing 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.

2013 Key Stage 2 - Closing the Gap	Harrow	National
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	17%	19%
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading, Writing and mathematics at Key Stage 2.	49%	53%

63. 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

64. 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. The replacement of the Teachers Centre with a modern building will be a significant gain in terms of reducing carbon emissions. Even so there is a significant risk that the expansion programme will increase emissions rather than reduce them. Phase 2 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.
65. 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. Of particular importance will be the use of low carbon technologies – particularly for space heating – and these will need to be thoroughly investigated during the design phase.
66. 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

67. 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 will be reviewed by the School Expansion Programme Board.

68. 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 policies.</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 provided with information about the proposals.</p> <p>Traffic Assessment commissioned to inform School Travel Plan and highways mitigation measures.</p>
Finance	<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 to secure EFA rates.</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>
Project delivery	<p>Delays to project – school places not available, additional costs.</p> <p>Loss of TBNP funding if £12.4m not</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> <p>Consideration of construction methods to</p>

	spent	accelerate delivery of the scheme.
Pupil Projections	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>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 remove permanent capacity in the years following the peak in demand.</p>
Community engagement	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>Established a sub-group of the School Expansion Stakeholder Reference Group.</p> <p>Communication strategy developed for the overall programme and for this project.</p> <p>Programme communications officer to develop and co-ordinate communications and community engagement.</p>

Corporate Priorities

69. This report incorporates the corporate priorities to deliver a cleaner, safer and fairer Harrow by:

- Ensuring Harrow Council 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: 10 February 2014		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 February 2014		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 10 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 11 February 2014		

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 12 December 2013. Item 9 <http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=61434&Ver=4>

- Equality Impact Assessment on the proposed permanent expansion and extension of the age range of Whitefriars Community School.
- Department for Education School Choice and Operations Team guidance for decision makers
<http://www.education.gov.uk/schools/leadership/schoolorganisation>

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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Decision Makers Guidance

The decision maker for these statutory proposals is the local authority, and this report presents the proposals to Cabinet for determination. If the local authority fails to decide proposals within two months of the end of the representation period the local authority must forward proposals, and any received representations, to the Office of the Schools Adjudicator for decision. This two month period will end on 20 April 2014.

Decision Makers are required to have regard to guidance issued by the Secretary of State when they take a decision on proposals. The guidance documents are available on the Department for Education School Choice and Operations Team website at <http://www.education.gov.uk/schools/leadership/schoolorganisation> and in Background Papers.

The format of this Appendix follows the framework of the guidance. The text in italics at the start of each section contains extracts from the guidance to assist members to understand the context

Important Notes about the Decision Makers Guidance

1. It should be noted that the guidance has not been updated by the Department for Education to reflect changes in organisations, etc.
2. New school organisation regulations and associated guidance came into force on 28 January 2014. However, the changes apply to statutory proposals published after this date. Therefore, these statutory proposals are being determined under the previous statutory process.

Checks on Receipt of Statutory Proposals

There are 4 key issues which the Decision Maker should consider before judging the respective factors and merits of the statutory proposals:

1. Is any information missing?

If so, the Decision Maker should write immediately to the proposer/promoter specifying a date by which the information must be provided.

In order to make the nature of the proposals explicit and clear for all stakeholders, the notice and the complete proposals stated as full information as possible. It is considered that all necessary information was provided and made available for stakeholders and interested parties to see.

2. Does the published notice comply with statutory requirements?

The Decision Maker should consider whether the notice is valid as soon as a copy is received. Where a published notice does not comply with statutory requirements it may be judged invalid and the Decision Maker should consider whether they can decide the proposals.

The statutory notice was developed using the School Choice and Operations Team 'Build a Statutory Notice' facility. This facility is designed to help local authorities, governing bodies and other proposers publishing statutory proposals, to construct a statutory notice which contains all the information required by law.

It is considered that the published notice and complete proposals comply with the statutory requirements.

3. Has the statutory consultation been carried out prior to the publication of the notice?

Details of the consultation should be included in the proposals. The Decision Maker should be satisfied that the consultation meets statutory requirements. If some parties submit objections on the basis that consultation was not adequate, the Decision Maker may wish to take legal advice on the points raised. If the requirements have not yet been met, the Decision Maker may judge the proposals to be invalid and should consider whether they can decide the proposals. Alternatively the Decision Maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.

Statutory consultation was conducted from 4 November to 29 November 2013. It is considered that all applicable statutory requirements have been complied with in relation to the consultation on the proposals. The local authority has had regard to the Department for Education School Choice and Operations Team guidance on making prescribed changes to schools. The consultation document was sent to all interested parties in accordance with the guidance.

The consultation responses and outcomes (see 'Other issues' below) were reported to Cabinet on 12 December 2013, and Cabinet decided to publish statutory proposals.

4. Are the proposals linked or "related" to other published proposals?

Any proposals that are "related" to particular proposals must be considered together. Generally, proposals should be regarded as "related" if they are included on the same notice (unless the notice makes it clear that the proposals are not "related"). Proposals should be regarded as "related" if the notice makes a reference to a link to other proposals. If the statutory notices do not confirm a link, but it is clear that a decision on one of the proposals would be likely to directly affect the outcome or consideration of the other, the proposals should be regarded as "related". Where proposals are "related", the decisions should be compatible e.g. if one set of proposals is for the removal of provision, and another is for the establishment or enlargement of provision for displaced pupils, both should be approved or rejected.

The statutory proposals are not linked or "related" to other published proposals.

Factors to be considered by decision makers

The factors contained in the Secretary of State's guidance should not be taken to be exhaustive. Their importance will vary, depending on the type and circumstances of the proposals. All proposals should be considered on their individual merits.

The sections that follow contain information to assist Cabinet to determine how the proposals meet the factors the decision maker must have regard to in reaching a decision. Not all of the factors contained in the decision makers guidance are relevant to these proposals. For example: the proposals do not make changes to early years provision or nursery schools; there are no issues of poor performance; there is no change to school category; and there is no special educational needs reorganisation. The effect of the proposals is to expand permanently and extend the age range of Whitefriars Community School to include provision for secondary aged pupils. The following sections, therefore, focus on relevant factors of the guidance.

A system shaped by parents

The Government's aim is to create a schools system shaped by parents which delivers excellence and equity. The Education and Inspections Act 2006 amends the Education Act 1996 to place duties on local authorities to secure diversity in the provision of schools and to increase opportunities for parental choice when planning the provision of schools in their areas.

In addition, local authorities are under a specific duty to respond to representations from parents about the provision of schools, including requests to establish new schools or make changes to existing schools. The Government's aim is to secure a more diverse and dynamic schools system which is shaped by parents. The Decision Maker should take into account the extent to which the proposals are consistent with the new duties on local authorities.

Statutory consultations about the proposal to expand permanently and extend the age range of Whitefriars Community School to include provision for secondary aged pupils was held between 4 November 2013 and 29 November 2013 and the outcomes of the consultations were reported to Cabinet on 12 December 2013. Cabinet decided to publish statutory proposals. Summary of the responses to the consultation is included in the 'Other issues' section below.

Standards

The Government wishes to encourage changes to local school provision where it will boost standards and opportunities for young people, whilst matching school place supply as closely as possible to pupils' and parents' needs and wishes. Decision Makers should be satisfied that proposals for prescribed alterations will contribute to raising local standards of provision, and will lead to improved attainment for children and young people. They should pay particular attention to the effects on groups that tend to under-perform including children from certain ethnic groups, children from deprived backgrounds and children in care, with the aim of narrowing attainment gaps.

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.

A key principle identified by officers and representative primary headteachers in the work to develop expansion proposals was the maintenance of high quality education standards, and all schools with council support as necessary will work to ensure high education standards are promoted through the expansions. The governing body and senior leadership team of the school will ensure appropriate structures are in place to manage the increased numbers and age range of pupils and deliver the curriculum.

Suitable accommodation and facilities will be provided to accommodate the increased pupil numbers. Revenue funding is based on pupil numbers and the funding for increased numbers of pupils can enable opportunities for schools to be creative in use of resources to promote pupils' learning.

Diversity

The Government's aim is to transform our school system so that every child receives an excellent education – whatever their background and wherever they live. A vital part of the Government's vision is to create a more diverse school system offering excellence and choice, where each school has a strong ethos and sense of mission and acts as a centre of excellence or specialist provision. Decision Makers should consider how proposals will contribute to local diversity. They should consider the range of schools in the relevant area of the local authority and whether the alteration to the school will meet the aspirations of parents, help raise local standards and narrow attainment gaps.

There is a range of schools in Harrow offering diversity to parents both in terms of ethos and size. Harrow has a Church of England primary school, a Hindu primary school, a Jewish primary school, six Roman Catholic primary schools and two Roman Catholic high schools.

Primary sector community schools are organised as separate and combined infant and junior schools and have a range of planned admission numbers from one to four forms of entry.

Harrow is committed to securing greater autonomy, flexibility and scope for schools to drive their own agendas within a collaborative whole-borough framework. Harrow's success in this approach is demonstrated through the Harrow School Improvement Partnership and the Harrow Collegiate.

Whitefriars Community School is federated with Heathland School with a Federated Governing Body and Executive Headteacher. This proposal would establish the first permanent all-through school on one site in Harrow (Avanti House free school is an all-through school currently based at temporary locations within Harrow) and would increase the diversity of provision within Harrow.

The community of Harrow schools has a tradition of collaboration and cooperation and is confident to develop and embrace innovative solutions. Within this context the local authority, in partnership with schools, will continue to explore routes that provide creative and innovative solutions for challenges faced by individual schools and groups of schools, and provide a means to secure school improvement.

Two schools are currently consulting about establishing an academy trust to drive improvements in education attainment.

Every Child Matters

The Decision Maker should consider how proposals will help every child and young person achieve their potential in accordance with Every Child Matters' principles which are: to be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society; and achieve economic well-being. This should include considering how the school will provide a wide range of extended services, opportunities for personal development, access to academic and vocational training, measures to address barriers to participation and support for children and young people with particular needs, e.g. looked after children or children with special educational needs (SEN) and disabilities.

The principles that were contained within Every Child Matters are central to all Harrow plans for schools so that wrap around care, support for families and a wide range of opportunities are developed in all schools.

The local authority has to ensure that its strategic solution to create more places in schools maximises the potential of re-commissioning accommodation as classrooms, which may mean changes to how activities are undertaken at the schools. Not all schools are in the same position about the facilities available to them. Some schools have additional physical facilities available to their pupils that are not available at other schools. For example, not all schools are currently able to hold full school assemblies and not all schools have rooms set aside for specialist activities.

The reinstatement of space for use as classrooms does not necessarily mean that enrichment and other activities would cease. Schools would still be able to organise activities even if there are not specified rooms set aside for the purpose. It would mean that the way certain activities are provided would be organised and provided differently.

While every effort will be made to maximise the range of facilities available to the school as an all-through school, it needs to be borne in mind that the capital that will be available will be limited in the current economic climate.

School characteristics

No changes to the overall characteristic of the school in relation to boarding provision arise from the proposals.

Equal opportunity issues

The Decision Maker should consider whether there are any sex, race or disability discrimination issues that arise from the changes being proposed, for example that where there is a proposed change to single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand. Similarly there needs to be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, while ensuring that such opportunities are open to all.

Equalities Impact Assessment has been undertaken by officers and the Headteacher on the proposal. The conclusion of this assessment is that the implications are either positive or neutral in that the expansion and extension of the age range of the school will help to ensure sufficient school places for the increasing numbers of children in Harrow. The assessment has not identified any potential for unlawful conduct or disproportionate impact and concludes that all opportunities to advance equality are being addressed.

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.

Need for places

Where proposals will increase provision, the Decision Maker should consider whether there is a need for the expansion and should consider the evidence presented for the expansion such as planned housing development or demand for provision. The Decision Maker should take into account not only the existence of spare capacity in neighbouring schools, but also the quality and popularity with parents of the schools in which spare capacity exists and evidence of parents' aspirations for places in the school proposed for expansion. The existence of surplus capacity in neighbouring less popular or successful schools should not in itself prevent the addition of new places.

Harrow Council commissions the Greater London Authority (GLA) to provide pupil projections. The borough is divided into 6 planning areas for the purpose of primary school place planning. Planning for secondary school places is done across the borough as a whole, though takes into account current preferences and trends in applications for school places.

Primary school places

5 planning areas are geographic and 1 planning area contains all the voluntary aided schools. The projections for each planning area were used to estimate the number of additional Reception places required

Whitefriars Community School is in the Central Primary Planning Area. The range of increased demand above current available permanent Reception places in the Central Primary Planning Area is between an additional 114 (in September 2014) and 176 (in September 2021) pupils per year. In the context of the current projections it is expected that at least a further four primary schools in this planning area will need to be permanently expanded to meet increased demand

for places up until 2015/16. In addition to these proposals for Whitefriars Community School, Phase 2 of the School Expansion Programme proposes that three other schools are expanded permanently in the Central Primary Planning Area: Belmont School; Elmgrove Primary School and Norbury School.

It is currently projected that the peak of the increased demand for Reception places in Harrow will occur in January 2019 at 3,437 Reception aged pupils and will be sustained at that high level with a slight reduction in numbers in subsequent years. It is expected that a third phase of primary school expansions will need to be brought forward in due course. The projections and actual pupil numbers will continue to be monitored carefully, as well as any variations in demand in planning areas within Harrow, and will be considered alongside any school developments in Harrow that may provide additional school places.

Secondary school places

The projections for secondary school places indicate that demand for Year 7 places will exceed the permanent places available from September 2015, and the shortfall of Year 7 places will increase for some years to come as the increased numbers in the primary sector move through into the secondary sector.

Travel and Accessibility for All

In considering proposals for the reorganisation of schools, Decision Makers should satisfy themselves that accessibility planning has been properly taken into account. Facilities are to be accessible by those concerned, by being located close to those who will use them, and the proposed changes should not adversely impact on disadvantaged groups. In deciding statutory proposals, the Decision Maker should bear in mind that proposals should not have the effect of unreasonably extending journey times or increasing transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable routes e.g. for walking, cycling etc. Proposals should also be considered on the basis of how they will support and contribute to the local authority's duty to promote the use of sustainable travel and transport to school.

Whitefriars Community School is in Central Primary Planning Area, which is an area of high additional demand for primary school places that is projected to continue increasing until at least 2021/22. There will be increased local demand for secondary school places in future years as the children progress through the education phases.

The vision for the all-through school is about providing a hub and focus for the local community. The aim is to attract local children to the school, adopting a family approach to the school and optimising the green agenda. There would be a local catchment and older siblings may often walk with younger children to school. Adult education and youth club may be attractions for the local community in the evenings.

16-19 Provision

The Decision Maker will need to take account of the pattern of 16-19 provision in the area and the implications of approving new provision.

The new places would fit into a partnership model of collaboration with other local sixth form providers to offer students a wide choice of academic and vocational pathways.

The proposals would enable the school to work in collaboration with partner Harrow High Schools/Academies and colleges to offer a wide range of post sixteen qualifications, including the new technical baccalaureate in specialist vocational provision created as part of the new build proposed.

The proposed sixth form provision would increase participation of 16 – 19 year olds by building on the Key Stage 4 offer of the newly expanded high school and capitalising on the strength of the proposed community learning campus. It would have strong employer and HEI links, outstanding youth workers and a youth club offer to enhance social stability - and a knowledge of local families built up over 14 years of partnership working with the community in the through school.

The range of educational and training opportunities available to young people in the immediate Wealdstone area is currently limited. The new provision would deliver outstanding, coherent pathways and new partnerships with other providers including local schools, colleges and employers. Many learning pathway options would be determined by stage rather than age. The Federation's modern vision for new technologies includes the offer of a 'device per student' approach to enable increased personalisation of learning.

School category changes

No changes to school categories (e.g. no changes to become voluntary aided, foundation body, trust or academy) arise from these proposals.

The Heathland Whitefriars Federation has resolved to convert Whitefriars Community School to academy school status from 1 July 2014. This is a separate matter to these statutory proposals and the timing of the proposed date for conversion takes into account the determination of these statutory proposals.

Funding and land

The Decision Maker should be satisfied that any land, premises or capital required to implement the proposals will be available. Normally, this will be some form of written confirmation from the source of funding on which the promoters rely (e.g. the local authority, DCSF, or Learning and Skills Council). In the case of a local authority, this should be from an authorised person within the local authority, and provide detailed information on the funding, provision of land and premises etc. Proposals should not be approved conditionally upon funding being made available, except for proposals being funded under the Private Finance Initiative or through the Building Schools for the Future programme.

Successful application for funding to create the new places at the school was made by Harrow Council on the school's behalf to the Government's Targeted Basic Need Programme (TBNP). £12.4million has been allocated by the Education Funding Agency (EFA) to deliver the new school places at the school. Under the conditions of the TBNP, the capital allocation has to be spent by September 2015.

Initial site feasibility work has been undertaken by architects. This initial site feasibility work has indicated how the additional school places could be accommodated through a combination of new build and remodelling of the existing Whitefriars Community School and Harrow Teachers' Centre accommodation. The initial estimated cost of the proposals is 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. 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.

The Secretary of State has confirmed the TBNP allocation for Whitefriars Community School is £12.4million in the Funding Agreement sent to the Council in January 2014.

It is proposed to create the all-through school by adopting a holistic approach to the use of the Whitefriars Community School and Harrow Teachers' Centre sites. The Harrow Teachers' Centre site has already been identified in Harrow's area planning for the provision of additional secondary school places. The vision is to develop a community and learning campus for Wealdstone that offers provision and facilities for the community as well as education and learning for children and young people.

Principles have been agreed with the federation for the approach to the disposal of the Whitefriars Community School and Harrow Teachers' Centre sites to the academy trust in line with Harrow Council's procurement of the construction programme for the all-through school.

Special educational needs provision

When reviewing SEN provision, planning or commissioning alternative types of SEN provision or considering proposals for change, local authorities should aim for a flexible range of provision and support that can respond to the special educational needs of individual pupils and parental preferences, rather than necessarily establishing broad categories of provision according to special educational need or disability.

Within these proposals, there are no plans to establish new provision or change existing provision for pupils with special educational needs at the school. It is a mainstream school, which makes appropriate provision for pupils with SEN who attend mainstream schools.

Other issues

The decision maker should consider the views of all those affected by the proposals or who have an interest in them. The decision maker should not simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the decision maker should give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposals.

Statutory consultation was conducted from 4 November 2013 until 29 November 2013. The full analysis of the responses was presented to Cabinet on 12 December 2013.

49 responses were received to the consultations. Respondents were primarily parents/carers and residents. A number of comments were included with the responses given.

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.

The following tables provide overall responses to the consultation questions.

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?”

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

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?”

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

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

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

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

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

Themed analysis of comments received

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.

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.

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

Response to the consultation was received from the High School Heads Group. 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

The Heathland Whitefriars Federation responded that it is very positive about the expansion proposals. The federation team looks forward to being a key partner, with the Harrow Council, in delivering outstanding provision for more young people in the local community. The children's families say 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

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. Detailed description was given in the December Cabinet report of the corporate approach to addressing these concerns bringing officers together from Children and Families, Enterprise and Environment and Communications to co-ordinate work and committing additional resources to ensure an appropriate profile to the Phase 2 expansion projects in particular. Transport Assessment is being undertaken by an independent company and a dedicated officer will work with the school to develop robust and effective school travel planning as the school expands.

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, has been 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.

No formal representations in relation to the statutory proposals were received by Harrow Council. The Governing Body has confirmed the agreement it gave in response to the statutory consultation on the expansion proposal.

APPENDIX B – PROCUREMENT AND LAND ISSUES

Procurement

The Council will be responsible for the procurement of the contractor for the delivery of the additional facilities required for the school expansion. The school will be involved in the design development process.

Cabinet agreed in October 2013 that officers would use the Council's Major Works, Maintenance and Repairs Framework contract with Keepmoat together with existing major works frameworks established by other public sector organisations to deliver school projects.

Cabinet was informed that discussions were being held between officers and the Education Funding Agency (EFA) about the possibility of using the EFA framework for the Whitefriars/Teachers' Centre project.

The Council is in the process of calling off from the EFA framework for the appointment of the building contractor. An indicative timeline indicates the planning application will be submitted mid-July for a planning committee in October. Construction is projected to be completed in Spring 2016. The school will be involved in the design and development of the site and during this process the timeline will be refined and agreed.

The Council will enter into the Design & Build contract with the contractor and there will be a separate Development Agreement with the School. Ultimately the building contract will be novated to the new Academy and the new building will be handed over to the new Academy.

We must use the Design & Build Contract under the EFA Framework Agreement. It is suitable to use although, in consultation with the EFA, we will need to agree all of the optional clauses and complete missing information, in particular populating the Schedules with our Requirements and the Contractor's Proposals, the Construction Programme, Site Plans, Payment Provisions, Collateral Warranties etc.

Land

The academy conversion will take place before planning permission is granted for the development of the site. Accordingly, the Council proposes to enter into an agreement for lease conditional on (i) planning permission; and (ii) completion of the building works.

When the development is completed, a 125-year lease will be granted to the Academy. The land demised by the lease will include what is now the Teachers' Centre and also the existing Whitefriars' school land. The Council will take back a sub-lease of the Whitefriars children's centre. The lease will exclude the public open space. The red-line plan is attached to this Appendix.

The Academy will have no interest in the land until the completion of the building works. The 125-year lease for the academy will be granted upon practical completion, as certified by the architect under the building contract.

The Council will take a sub-lease back of the Children's Centre space at completion. This would be a sub-lease for a term of 125 years (less 1 day) with termination provisions allowing the Council to give back the premises for educational use. (This is the position adopted in academy conversions to date.)

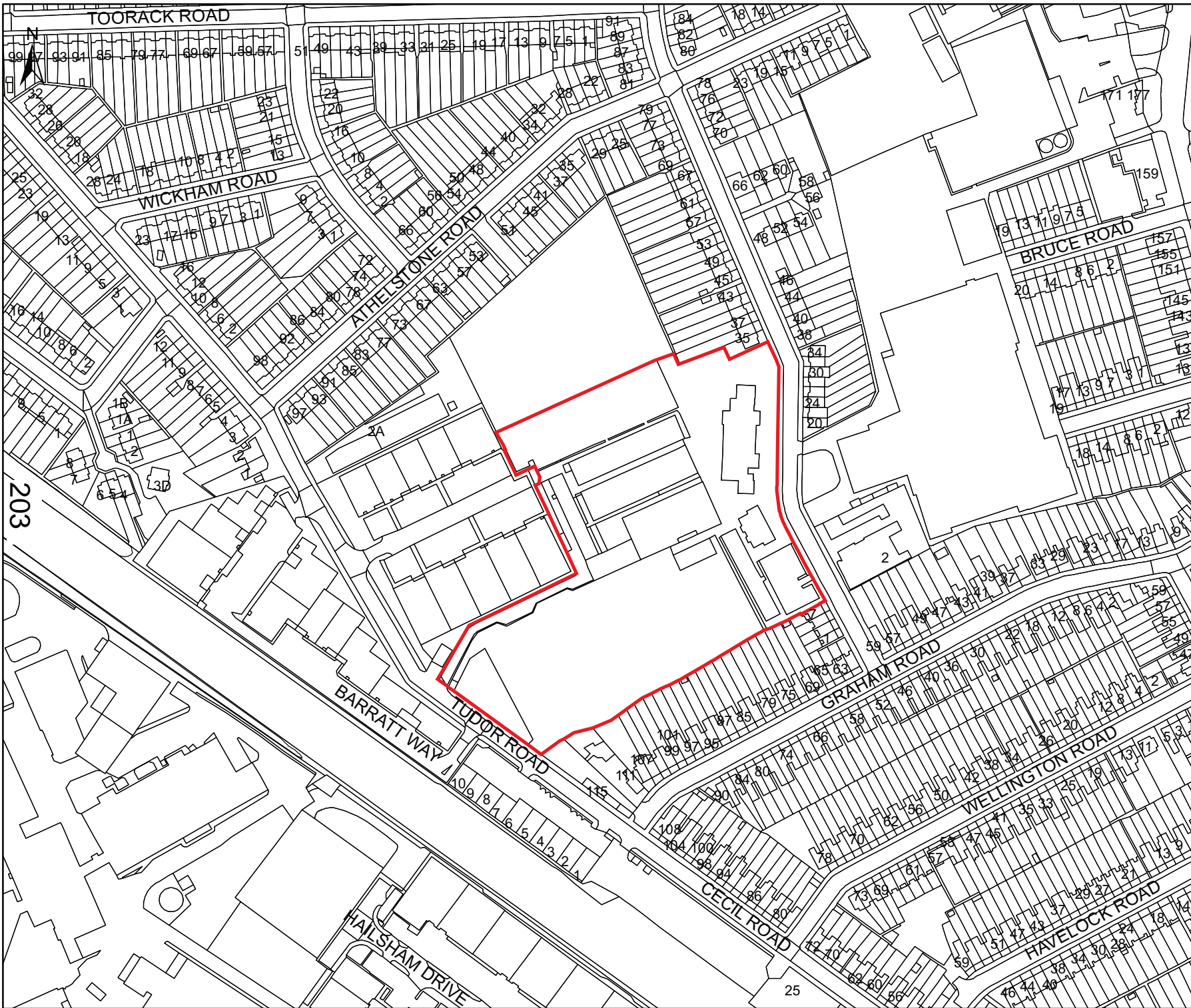
Whitefriars School will continue in operation on the current site during construction. Accordingly, appropriate accommodation will have to be provided for the school as works progress and different parts of the site are required for demolition and reconstruction.

The Council will grant a licence to occupy to the Academy at the point of conversion. This will enable the existing use of the site by the school to continue.

As construction advances, there will be licences to occupy other spaces on the site to ensure continued school operation. Details will be worked out through design development.

Building maintenance responsibilities will remain with the school for their current buildings while they remain in occupation. Utilities will continue as now until completion of the development.

The Council aspires for the Whitefriars public open space to be improved as part of this development. However, the open space is not included in the learning campus development.



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File No.

Scale
 1:2,500

Date
 13/02/2014

ES No.

Issue

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REPORT FOR: CABINET

Date of Meeting:	13 March 2014
Subject:	Small Grant and Outcome Based Grant Recommendations 2014-15
Key Decision:	Yes
Responsible Officer:	Paul Najsarek, Corporate Director of Community Health and Wellbeing
Portfolio Holder:	Councillor Manji Kara, Portfolio Holder for Community and Culture
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1: Summary of OBG funded services Appendix 2: Funding scenarios Appendix 3: Recommendations from the Grants Advisory Panel meeting Appendix 4: Assessment scores for Small Grants Appendix 5: Analysis of applications by protected characteristics

Section 1 – Summary and Recommendations

This report sets out;
(1) information on the renewal of Service Level Agreements (SLAs) for Outcomes Based Grants (OBG) awarded in 2013-14.

(2) information regarding applications that have been made for Council funding under the Small Grants programme for 2014-15;

Recommendations:

Cabinet is requested to approve the following:

1. That authority is delegated to the Corporate Director Community Health and Well-Being following consultation with the Portfolio Holder for Community and Culture subject to the satisfactory delivery of agreed outcomes and annual confirmation of the budget according to the Council's budget setting process to;
 - (a) Renew the SLA to the newly commissioned infrastructure support service to the level of £75,000 for 2014-15 and in principle for 2015-16;
 - (b) Confirm the renewal of Service Level Agreements for Outcome Based Grant awards for 2014/15 at the same level of funding awarded in 2013-14;
 - (c) Terminate or amend any SLAs if concerns are identified at any stage as a result of monitoring or breaches of the SLA.
2. That authority is delegated to the Corporate Director Community Health and Well-Being following consultation with the Portfolio Holder for Community and Culture to award Small Grant funding to voluntary organisations at the levels recommended by the Grants Advisory Panel at their meeting on the 20th February 2014 (as outlined in paragraph 2.2.7 b) subject to:
 - (d) receipt of satisfactory references and supporting documents by the 11th April 2014;
 - (e) confirmation from applicants that the proposed project or activity can be delivered at the same or at a different level with the amount of grant awarded by 11th April 2014;
 - (f) satisfactory resolution of any queries raised by the grant assessment panels by 11th April 2014;
 - (g) completion of the appeals procedure and any changes to the amounts awarded necessitated by decisions on appeals.
3. That authority is delegated to the Corporate Director Community Health and Well-Being following consultation with the Portfolio Holder Community and Culture to withdraw funding offers where organisations do not comply with the conditions as detailed in Recommendation 2 above.
4. That authority is delegated to the Divisional Director Community and Culture following consultation with the Portfolio Holder Community and Culture with the support of an Independent Voluntary Sector Adviser to consider and determine Small Grants appeals and vary both the percentage grant awarded and the threshold above which grant awards are made in light of decisions taken on appeals.

Reason: (For recommendation): To award Council discretionary grant funding to Third Sector organisations to support them in delivering their services to Harrow residents.

Section 2 – Report

2.1 Introductory paragraph

- 2.1.1. In line with the principles set out in the Third Sector Investment Plan (2012-2015) approved by Cabinet in October 2011 the Small Grants and Outcomes Based grant programmes aim to ensure that the distribution of grant funding is awarded to projects and services that support the delivery of the Council's corporate priorities and core outcomes.
- 2.1.2 The grant funding programmes offer an open, competitive application process that invites eligible Third Sector organisations to apply for funding. 46 applications for funding under the Outcomes Based Grants (OBG) programme were received in October 2012. Cabinet approved funding to 15 projects and services on 14th February 2013 and this report requests Cabinet's approval to renew these Service Level Agreements (SLAs) and the .
- 2.1.3 The Small Grant application process is an annual programme and this year 31 eligible applications have been received with a total amount requested of £146,204. This report also requests Cabinet approval to award grant funding to Small Grant applicants as recommended by GAP.

2.2 Options considered

- 2.2.1 The total amount of Council grant funding available for distribution is **£600,000** and the recommended options for allocation of these funds are as follows:
- 2.2.2 Infrastructure support services
In February 2013 Cabinet approved the ring-fencing of £75,000 to support the development of a new infrastructure support service for local voluntary organisations. The commissioning of this service was undertaken during 2013-14 in line with the Council's procurement procedures. Three applications were received from; Community Barnet, Harrow Community Action and Waymark. Evaluation of these tenders was undertaken by Council officers and two Harrow voluntary sector representatives. As a result of this evaluation the contract was awarded to a new consortium of local organisations called Harrow Community Action (HCA).
- 2.2.3 HCA is a Community Interest Company led by a board of 10 Directors elected by the Voluntary and Community Sector Forum. Under this contract HCA will provide services to support the development of local organisations including advice on developing organisational policies and procedures; governance arrangements; fundraising;

advice and support; facilitating representation of the voluntary sector and providing a volunteering service.

2.2.4 Renewal of Outcome Based Grant Service Level Agreements:

In February 2013 Cabinet recommended funding to 14 projects however one of the successful applicants was subsequently unable to take up the grant award offer. Following the completion of the appeals process a further two projects were awarded funding making a total of 15 projects funded in 2013-14. All successful applicants were awarded 70% of the amount they had requested and a summary of services being delivered is provided in **Appendix 1**.

2.2.5 Funding awards were made for a period of up to three years from 2013/14 to 2015/16 inclusive, subject to the delivery of SLA outcomes and the annual confirmation of funding according to the Council's financial situation determined through the budget setting process.

2.2.6 The mid-year monitoring of OBG funded services was reported to GAP in November 2013. Progress with all funded projects will continue to be monitored and a further review at the end of the year will be undertaken before the second year renewal of SLAs is confirmed. **£435,959** of the available budget is required to fund the 15 projects and services at the same level of funding awarded in 2013/14.

2.2.7 Small Grants:

(a) GAP considered options for the allocation of funds to Small Grant applicants at their meeting on the 20th February 2014. The amount available for allocation was **£89,041**. The possible funding scenarios available for consideration are attached at **Appendix 2**.

(b) GAP recommended the following levels of funding to applicants:

- (i) 11 applicants scoring **80%** and above to receive **85%** of the grant requested (totalling £44,296);
- (ii) 12 applicants scoring between **55%** to **79%** to receive **75%** of the grant requested (totalling £44,593).

This recommendation allocates **£88,889** to 23 voluntary organisations subject to their compliance with the requirements of grant funding and the outcome of the appeals process and any adjustments that may need to be made to the final level of grant funding awarded.

2.2.8 Cabinet is therefore requested to approve the following, subject to the satisfactory delivery of agreed outcomes and annual confirmation of the budget according to the Council's budget setting process:

1. That authority is delegated to the Corporate Director Community Health and Well-Being in consultation with the Portfolio Holder for Community and Culture to;
 - a. Renew the SLA to the newly commissioned infrastructure support service to the level of £75,000 for 2014-15 and in principle for 2015-16.

- b. Confirm the renewal of Service Level Agreements for Outcome Based Grant awards for 2014/15 at the same level of funding awarded in 2013-14
 - c. Terminate or amend any SLAs if concerns are identified at any stage as a result of monitoring or breaches of the SLA.
2. That authority is delegated to the Corporate Director Community Health and Well-Being in consultation with the Portfolio Holder for Community and Culture to award Small Grant funding to voluntary organisations at the levels recommended by the Grants Advisory Panel at their meeting on the 20th February 2014 (as outlined in paragraph 2.2.7 b) subject to:
 - i. receipt of satisfactory references and supporting documents by the 11th April 2014;
 - ii. confirmation from applicants that the proposed project or activity can be delivered at the same or at a different level with the amount of grant awarded by 11th April 2014;
 - iii. satisfactory resolution of any queries raised by the grant assessment panels by 11th April 2014;
 - iv. completion of the appeals procedure and any changes to the amounts awarded necessitated by decisions on appeals.
3. That authority is delegated to the Corporate Director Community Health and Well-Being in consultation with the Portfolio Holder Community and Culture to withdraw funding offers where organisations do not comply with the conditions as detailed in Recommendation 2 above.
4. That authority is delegated to the Divisional Director Community and Culture in consultation with the Portfolio Holder Community and Culture and support of an Independent Voluntary Sector Adviser to consider and determine Small Grants appeals and vary both the percentage grant awarded and the threshold above which grant awards are made in light of decisions taken on appeals.

2.3 Background

- 2.3.1 The grant application process has been delivered in accordance with the new process which was subject to an equality impact assessment and agreed by Cabinet at its meeting on the 13th September 2012.

The OBG programme offers large grants of up to £75,000 per annum for a period of up to three years. OBG applicants were invited to make applications against the delivery of the Council's corporate priorities and following core outcomes:

No.	Outcome
1	Harrow residents are able to lead independent and fulfilling lives
2	Harrow residents are helped to overcome poverty, worklessness and homelessness.
3	Diversity is celebrated and people feel they get on well together.
4	Harrow residents participate in art, sport, leisure and cultural activity.
5	A strong and sustainable voluntary and Third Sector able to deliver diverse, efficient and tailored local services.

6	Harrow's streets, public buildings and spaces are kept free of litter, fly-tipping and vandalism.
7	Harrow residents and business enjoy local economic prosperity.

2.3.2 The new process also offers an annual Small Grant programme for organisations with an annual income of up to £50,000 or less. Organisations can apply for grants of up to £5,000 per annum to deliver a range of projects or activities. Applicants are supported with information sessions and one to one support and voluntary sector observers are invited to observe the assessment panels.

2.4 Current situation

2.4.1 In 2013/14 15 applications were awarded funding to deliver the following projects/services:

Organisation	Project
ADHD & Autism Support Harrow	The Transitions Project
Age UK Harrow	Sustainable Services Project
EACH Counselling and Support Group	Trauma, Violence and Abuse Counselling and Support for Somali, Tamil and South Asian communities
Harrow Association of Disabled people	Overcoming barriers of poverty and exclusion
Harrow Churches Housing Association (HCHA)	Reducing worklessness and homelessness amongst Young People (the under 25's) in Harrow
Harrow Citizens Advice Bureau	Advice Line for Harrow
Harrow Law Centre	Harrow Law Centre
Harrow Shopmobility	A scheme for the continued Integration and Independence of Disabled People
Ignite Trust	Expression Youth Community
Mind in Harrow	Harrow Mental Health Information Service
Relate London North West	Emotional Support for Individuals and Families towards a Fulfilling Life
Roxeth Youth Zone (RYZ)	The SPACE Project
St Luke's Hospice	The continued expansion and development of St Luke's Hospice at Home service for the residents of Harrow
South Harrow Christian Fellowship	Supporting the Elderly
The WISH Centre	ISVA -Sexual Violence Prevention, Advocacy and Support Service

2.4.2 31 eligible applications for Small Grants were received this year compared to 30 received last year. A list of these and their assessment scores is provided in **Appendix 4**.

2.5 Implications of the Recommendation

2.6 Legal Implications

2.6.1 The Council may distribute grants in accordance with its agreed criteria. Due weight must be given in terms of equalities duties, procedural fairness and the statement of intention of the Compact with the voluntary and community sector. Should the Council distribute funds not in accordance with these principles, then it could be at risk of legal challenge.

2.6.2 Decision makers should have due regard to the public sector duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. Consideration of the duties should precede the decision. It is important that GAP has regard to the statutory grounds in the light of all available material. 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 relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race*
- *Religion or belief*
- *Sex*

- *Sexual orientation*
- *Marriage and Civil Partnership*

2.7 Financial Implications

- 2.7.1 The total budget identified for discretionary grants to voluntary sector organisations is £600,000. From this budget Cabinet is requested to recommend that £75,000 is allocated to fund the newly commissioned infrastructure support service; £435,959 is allocated to the renewal of OBG SLAs subject to satisfactory monitoring and £89,041 is allocated to fund small grant applications for 2014-15.
- 2.7.2 The OBG process offers funding for a three year period subject to; (1) the satisfactory delivery of agreed outcomes (2) Cabinet approval to renew SLAs and (3) annual confirmation of the budget according to the Council's financial situation and budget setting process.
- 2.7.3 Cabinet recommendations for Small Grants are made subject to the conditions set out in paragraph 2.2.7. If following the appeals procedure further grants are awarded or amounts to be awarded are adjusted this will be managed within the budget available.

2.8 Performance Issues

- 2.8.1 The Council has arrangements in place to ensure that organisations in receipt of a grant deliver the outcomes stated in their application form. Grant applicants state the outcomes they expect to achieve by their proposed project/activity on their funding application. These outcomes are included in the Service Level Agreement (SLA) agreed with the funded organisation. If the final grant award is less than the amount requested these outcomes can be renegotiated. The Council monitors the achievement of these outcomes through an annual monitoring process. This involves both mid-year and end of year monitoring. Grant recipients report on both the performance of outcomes and expenditure of Council funding. The results of monitoring are reported annually to the Grants Advisory Panel. The decision sought will enable Officers to terminate or amend SLAs where there is a concern about performance against SLA targets. Organisations in receipt of grant funding are expected to comply with the Council's monitoring requirements as set out in the SLA, failure to do so could result in funding being withheld.

2.9 Environmental Impact

- 2.9.1 Some of the projects and activities that seek Council grant funding support the maintenance of biodiversity and improvements and contribute to preserving the quality of open spaces open to the public.

2.10 Risk Management Implications

- 2.10.1 The risks associated with the provision of grant funding to Third Sector organisations are;

- (i) Funding is not used as stated by the applicant in their grant application.
- (ii) Organisations misapply or make fraudulent use of the funding.
- (iii) Stated service outputs and outcomes are not achieved;
- (iv) Organisations in receipt of funding cease operating and the funding is put at risk.
- (v) The activities of the grant recipient put the Council's reputation at risk.

These risks are mitigated by;

- (i) Ensuring that the release of funding is subject to organisation's signing and agreeing to the conditions set out in the Council's standard Service Level Agreement. This Agreement sets out the Council's expectations regarding appropriate financial and management controls that an organisation should have in place to manage the funds. It places a requirement on organisations to notify the Council if there are any significant changes to the organisations operations and sets out a service specification including expected outcomes for the proposed service.
- (ii) The annual monitoring process that requires organisations to provide reports on service delivery, expenditure and equalities information twice during the funding period (at the mid-year point and at the end of the year). This process should assist the Council in identifying any issues regarding the use of Council grant funding at an early stage

2.11 Equalities implications

2.11.1 An equality impact assessment on the introduction of the new grant process was conducted in September 2012 and has been updated in January 2014. This assessment does not identify any potential for an adverse impact and concludes that the likely impact on the protected characteristics is unknown due to the competitive nature of the application process. The assessment did conclude however that the introduction of a specific Small Grants programme had a potentially positive impact on some smaller voluntary groups that have historically applied for small grants as this budget was likely to be increased. The setting of an income threshold of up to £50,000 per annum would also support smaller organisations. An analysis of applicants in 2012-13 showed that 84% of those applying for a small grant were within this income threshold.

2.11.2 Grant funding awarded using the outcome based process will support specific vulnerable communities, based on the protected characteristics including disability, age, faith and gender. The new process also awards small grants to ensure support is provided for smaller community projects. The distribution of grants using this process is likely to have a positive impact on these communities.

2.11.3 As part of the ongoing monitoring of applications applicants are asked to indicate which of the protected groups will be targeted by the proposed activity. Question 3f of the application form asks applicants to

provide specific information about the intended target beneficiaries and question 4b asks applicants to explain how the project will tackle disadvantage, foster good relations and promote equality of opportunity. The assessment of applications takes in to account the responses provided to this question as well as how projects or services will ensure accessibility for the target beneficiaries. **Appendix 5** provides a breakdown of applications by protected characteristics which gives some indication of the groups likely to be served by organisations applying for grant funding.

2.12 Corporate Priorities

2.12.1 The new grants process was approved by Cabinet in September 2012 with the aim of providing a fair and transparent process for the distribution of discretionary Council grant funding.

The grants process helps deliver against the new Council vision ‘a place to live and work and be proud of’ by providing funding to a range of community projects that enable participation and civic pride. The grants process also supports the following corporate priorities;

Cleaner: ‘A borough where streets were cleaned regularly and parks and green spaces were places to enjoy’ by providing funding to projects such as Harrow Heritage Trust’s ‘Management of and public engagement with Harrow’s nature reserves’.

Fairer: ‘A borough where hard working residents could bring up their families knowing they would have fair access to opportunity’ by providing funding to projects such as the 9th Kenton Scout Group.

Section 3 - Statutory Officer Clearance

<p>Name: Anthony Lineker</p> <p>Date: 24 February 2014</p>	<p><input checked="" type="checkbox"/> on behalf of the Chief Financial Officer</p>
<p>Name: Sarah Wilson</p> <p>Date: 24 February 2014</p>	<p><input checked="" type="checkbox"/> on behalf of the Monitoring Officer</p>

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 24 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 24 February 2014		

Section 6 - Contact Details and Background Papers

Contact: Kashmir Takhar, Service Manager, Community Sector Services, 020 8420 9331

Background Papers:

Cabinet report: Voluntary Sector Commissioning: Outcome Based Grants 2013-2016, 13th September 2012

<http://www.harrow.gov.uk/www2/documents/g61071/Public%20reports%20pack%20Thursday%2013-Sep-2012%2019.30%20Cabinet.pdf?T=10>

Cabinet report: Grant recommendations for Outcomes Based Grants 2013-2016 and Small Grants funding 2013-14, 14th February 2013

<http://www.harrow.gov.uk/www2/documents/b15388/Supplemental%20Agenda%20Thursday%2014-Feb-2013%2019.30%20Cabinet.pdf?T=9>

Cabinet report: Third Sector Investment Plan, 18th October 2011

<http://www.harrow.gov.uk/www2/documents/g60641/Public%20reports%20pack%20Tuesday%2018-Oct-2011%2019.30%20Cabinet.pdf?T=10>

GAP report: Mid-Year grant monitoring, 25th November 2013

<http://www.harrow.gov.uk/www2/documents/g61466/Public%20reports%20pack%20Monday%2025-Nov-2013%2019.30%20Grants%20Advisory%20Panel.pdf?T=10>

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

NOT APPLICABLE

[Call-in applies]

Summary of OBG funded services

APPENDIX 1

Name of Organisation:	ADHD & Autism Support Harrow	Name of Project:	The Transitions Project
Funding Allocated:	£11,774.20	Expected Beneficiaries:	100
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>The transition project aims to work with young people age 11-25 years to provide them with person-centred support and guidance through key transition periods such as moving to high school, college applications and into the workplace, the ultimate aim being that they are enabled to live as independently as possible.</p> <p>Referrals can be made by individuals or statutory bodies, following which the youth transition worker does an assessment of needs and liaises with volunteers and outside agencies to establish a support system. She also works with the young person to help them understand their condition, provides them with tools to manage in the community and is involved in facilitating our teen support courses such as WhyTry? and CALMS training.</p> <p>The project involves working with the family in its entirety, providing a more holistic support system by offering ADHD and ASD specialist parenting training courses to run alongside the adolescent courses, meaning caregivers can understand and support their child through difficult periods.</p> <p>The project has had an extremely high level of demand in terms of both numbers and the depth of support needed. We are therefore looking to secure further funding to provide an additional 10 hours support per week for the project. This would enable us to offer life skills groups complementing the existing transition service, such as cooking, gardening, CV and interview workshops, as well as helping facilitation of the parent support element of the service, providing extra help for the youth transition worker and co-ordinating project volunteers.</p> <p>We would like to rent additional office space in our current building that would be specifically for our youth and adult services. The increase in volunteers supporting the transitions project has meant that our current communal working space has become overcrowded and noisy. A separate office would allow for a more confidential and structured working environment.</p>			

Summary of OBG funded services

Name of Organisation:	Age UK Harrow	Name of Project:	Sustainable Services Project
Funding Allocated:	£20178.00	Expected Beneficiaries:	5000
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>The aim of this project will be to provide a range of Health, Social and educational activities for older residents in need in order to improve their quality of life by giving them the opportunity to mix in new social circles, have a choice of venues and try a diverse range of activities.</p> <p>The project will consist of several components:</p> <ul style="list-style-type: none"> - Basic English language/writing/reading skills for older clients who do not have English as their first language and who have been reliant on their partners to speak for them. - Partnership with Wealdstone Methodist Church to provide a lunch club/games session on a weekly basis to increase the numbers attending their existing club by promoting it to our members and making the sessions longer, to include board games and indoor bowling. - Activity sessions at sheltered housing provision in South Harrow bringing together several communities, and also at a centre in North Harrow. Activities offered will be seated and standing exercises, arts and crafts, basic I/T support and shared lunch. - Dementia Cafes in conjunction St. Anselm's Church and Wilsmere House Care Home for older people suffering from dementia, and their carers. Activities will be provided for clients on a rolling monthly basis and their carers will have an opportunity to meet each other in a relaxing and supportive environment. - Partnership with HAD and transport organisations such as (SEWA) to provide a day of activity and lunch for those on personal budgets. <p>The funding will be used to help pay for one part-time Support worker plus an assistant, and will also be used for basic running costs including paid activity specialists. Additional income will be brought in by charging a nominal amount which will cover the cost of the activities/venues.</p>			

Summary of OBG funded services

Name of Organisation:	EACH Counselling & Support	Name of Project:	Trauma Mental Health Counselling & Support
Funding Allocated:	£45000	Expected Beneficiaries:	120
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>The project's overall aim is to empower and support vulnerable members of the Tamil, Somali communities and South Asian communities in Harrow to recover from trauma, violence and abuse, thus enabling them to improve their lives and well-being in terms of life choices, emotional health and personal safety. It will utilise funding to:</p> <ol style="list-style-type: none"> Provide culturally appropriate individual counselling by employing 3 part-time counsellors (with one also having project co-ordination responsibilities) with relevant skills and languages, involving assessments and a care-planned approach to help vulnerable people achieve their goals, develop resilience and be able to live independently Deliver a programme of Psycho-educational and well-being workshops and sessions within the communities, including gender-specific sessions, to support participants to develop better coping mechanisms to life events and their circumstances and to be able to make informed choices. The programme will include sessions on stress management, confidence-building and life skills Undertake an outreach programme within the communities to provide information, such as through community events, information stalls and raise awareness of the issues around trauma, violence and abuse, thus reducing barriers to access the project and appropriate services Recruitment, training and support of peer volunteers drawn from the Tamil, Somali and South Asian communities, including ex-project users to develop confidence, sustain independence and develop employability skills by achieving a recognised national qualification and through take up of volunteering opportunities both within the project and externally Information and presentations to professionals and community groups to raise their awareness of the issues and develop more appropriate responses, so that they feel more confident to respond to and support vulnerable members of these communities 			

Summary of OBG funded services

Name of Organisation:	Harrow Association of Disabled people	Name of Project:	Overcoming barriers of poverty and exclusion
Funding Allocated:	£24960	Expected Beneficiaries:	250

INFORMATION FROM APPLICATION FORM

Project Description

The overall aim of this project is to empower disabled people to take clear steps to overcome barriers they face to economic survival, inclusion and equality in mainstream life, by achieving goals such as maintaining their own economic survival, attaining appropriate funding through the benefits system to meet their disability needs, or move towards employment. The funding will be used to help over 500 people improve their economic circumstances, many of whom would otherwise be living in real poverty, or be socially isolated, without the support we give them.

We will provide staff and train volunteers to:

- *Advise people of their benefit entitlements, taking into account the way all their different personal circumstances interact with the many different parts of the system (eg. age, disability needs, family composition, immigration status etc)
- *Help people who cannot do part, or any of the application process, by themselves, because of their disability needs, apply for and attain necessary welfare benefits - eg. if someone's learning disability needs mean they do not understand the claim form, or their physical disability means they cannot physically write, or perhaps their mental health needs mean they cannot respond to the questions. Most disabled people need help because they don't understand what they need to prioritise when they describe their disability needs.
- *Support disabled people to challenge decisions where they have been refused benefits to which they are entitled, through the appeals and tribunals process.
- *Enable people who wish to find work to learn job application skills, do work experience or voluntary or paid work, find appropriate training, and learn to meet their own disability needs in a workplace
- *Provide a positive role model of disabled people working, leading an organisation, and striving for equality and inclusion for others, which will be supportive to those seeking work.

Summary of OBG funded services

Name of Organisation:	Harrow Churches Housing Association	Name of Project:	Reducing worklessness and homelessness under 25's in Harrow
Funding Allocated:	£44988	Expected Beneficiaries:	54
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>170 young people aged 18-25 who are homeless in Harrow including 54 young men and women who were homeless and now live in HCHA accommodation and others who are not resident with us will have one-to-one personalised training and guidance in: Job-specific skills; Developing aspiration and motivation; Job-search skills; Stability of life-style; Basic skills; Social skills for work; Dealing with challenges</p> <p>This will equip them to be able to access employment and further education or vocational work, and thereby move on to a more secure financial future that includes progression from HCHA housing into their own affordable accommodation.</p> <p>In addition to the 54 young people in HCHA accommodation who move on every two years, the project will also be made available to at least 20 other young people each year in the borough who may be self referred, or from other referral pathways including those from the Probation unit, EACH, the homelessness drop-in centre in Sheepcote Road.</p> <p>The funding will be used to pay for a skilled and fully trained co-ordinator who will be assigned to the Young People and work with each individual to identify their particular needs and target correct training sessions, workshops and personal development, this may include interview skills, dressing correctly, presentation and speaking, working on developing a cv and seeking out relevant work experience to make themselves marketable in the workplace. This training will be delivered by specialists to the target group and to HCHA staff so that in-house knowledge and specialisation increase and can be used beyond Year 3 to enable HCHA to deliver the project ourselves and become a centre of excellence in training young people and extend this service to other referring agencies. By charging other agencies in Year 4, combined with seeking out other sources of funding we believe that the project will become sustainable.</p>			

Summary of OBG funded services

Name of Organisation:	Harrow Citizens Advice Bureau Service Ltd	Name of Project:	Advice Line for Harrow
Funding Allocated:	£45000	Expected Beneficiaries:	2200

INFORMATION FROM APPLICATION FORM

Project Description

Advice in Harrow has traditionally been provided by face to face drop in services. Over the last eighteen months however, we have considerably enhanced our telephone advice services in preparation for a channel shift to a telephone only triage and advice service. This is a more cost effective method of delivering advice to large numbers of people.

Telephone advice confers a number of advantages over face to face -

- 1) it is possible to give advice to larger numbers of people for the same price
- 2) it reduces frustrating queuing/waiting times
- 3) It is more convenient for clients who cannot or do not wish to travel into central Harrow
- 4) it can be given in complete anonymity.

The overall purpose of this project will be to provide advice by telephone with the aim, where possible, of empowering clients to resolve their own problems through the provision of accurate information about individual rights. If the client has an emergency situation or cannot resolve their own problems due to language or literacy issues for example, there will be a limited number of appointments available to give practical and emergency assistance and casework.

If we are successful in our funding application, we would use the funding to pay the salary of the service supervisor and volunteer costs and an appropriate portion of the telephone, postage, stationery, rent and management costs.

Summary of OBG funded services

Name of Organisation:	Harrow Law Centre	Name of Project:	Harrow Law Centre
Funding Allocated:	£28110	Expected Beneficiaries:	500
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>We will:</p> <ul style="list-style-type: none"> a) provide free legal advice to disadvantaged people in Harrow who are at risk of homelessness, poverty and debt; b) provide second tier legal advice to local voluntary organizations and agencies to enable them to better support their vulnerable clients; c) undertake public legal education to better inform local people of legal rights and responsibilities d) undertake social policy work at a local, national and European level collecting data of our client's experience to improve services for our clients and other local people; e) undertake test case litigation work where appropriate to improve the legal position for our clients and other local people. <p>The funding will be used to employ a full time solicitor and for related office costs over a three year period.</p>			

Summary of OBG funded services

Name of Organisation:	Harrow Shopmobility	Name of Project:	Continued Integration and Independence of Disabled People of Harrow
Funding Allocated:	£16564.2	Expected Beneficiaries:	3473

INFORMATION FROM APPLICATION FORM

Project Description

There will be three key areas of activity, continuing the service, raising awareness and partnering to facilitate transport to increase activities that Disabled Users can engage in eg outings to museums, seaside and marketing the organisation to increase sustainability. This project is to continue Harrow Shopmobility's (hereafter referred to as H.S.) service of loaning wheelchairs, scooters and other mobility aids free of charge on a daily basis and wheelchairs at a nominal amount for those requiring long-term use of our wheelchairs resulting in disabled people living, working in Harrow having access to all Harrow services. This would enable Users to lead independent lives.

Funding will be applied to cover the cost of continuing to run the service, covering costs of the Administrator and additional staffing, insurance, equipment repair and maintenance for high safety standards, subscriptions and Affiliation costs, and recruitment and remuneration for volunteers, stationery and marketing costs. Training costs for annual refresher courses in First Aid for Staff, Trustees and Volunteers, CRB checks for Volunteers, Meal allowances for Volunteers when accompanying Users on outings, basic accounting courses and further computer training costs are sought. These costs will also apply with new Volunteers unless sponsored by the business partners.

The third thrust of the programme is to promote awareness of H.S. by improving signs of the organisation in and outside St. George's Centre and by publishing a biennial newsletter for distribution to other Disability groups to increase their and their members' awareness of Harrow Shopmobility's service, by presentation to the business community, Armed Services Disabled, different ethnic groups, and by printing leaflets and brochures.

Finally, the project will seek to secure its future through promoting sustainability by tapping into the resources of the business and corporate sector, both financial and workforce.

Summary of OBG funded services

Name of Organisation:	Ignite Trust	Name of Project:	Expression Youth Community
Funding Allocated:	£39098.20	Expected Beneficiaries:	825

INFORMATION FROM APPLICATION FORM

Project Description

Expression aims to create a socially cohesive community where young people (yp) share mutual respect and understanding; anti-social behaviour (ASB) and fear of crime is reduced; yp participate in the wider community; communities are bridged and diverse groups feel they belong.

Expression combines 5 elements

1. Youth Community Groups bring yp across Harrow into a diverse community where positive values are instilled and friendships built. Activities include sport, games, eating meals together, group debates and talks from members of the community. We provide 1:1 support during sessions to encourage yp to re-engage with education, training or employment.
2. Detached and outreach youth work in areas with high levels of ASB. Engaging hard-to-reach yp in their own environment builds respect and enables access to our services. Detached youth workers engage with residents and business owners to hear their struggles with yp, develop and implement strategic plans to improve the area and represent yp on local forums.
3. Targeted social activities for yp during school holidays to engage a diverse group in positive activities and provide personal development opportunities.
4. Through community-focused mentoring we will
 - Provide 1:1 support for yp to source opportunities to volunteer or engage with community events (e.g. reading to children at the library)
 - provide peer mentoring through our peer leadership programme
 - train and support volunteers from the local community to mentor yp
 - provide small group mentoring opportunities for yp
 - organise events for local community members and yp.
5. Peer leadership programme trains 15 peer leaders annually and includes
 - 8 training days
 - 6 forums where yp and community representatives debate relevant issues e.g. stop and search
 - contribute to local forums e.g. youth LSCB
 - leading assemblies in high schools on issues relevant to young people
 - leading positive activities during school holidays e.g. Ignite's annual Fun Week.

Summary of OBG funded services

Name of Organisation:	Mind in Harrow	Name of Project:	Harrow Mental Health Information Service
Funding Allocated:	£34986.24	Expected Beneficiaries:	2636

INFORMATION FROM APPLICATION FORM

Project Description

The Mental Health Information Service (1.2 WTE staffing) will help 6,670 people over 3 years, who are vulnerable and disabled by mental health problems or those caring for them, to enable them to access support services that reduce isolation and improve health and well-being and to increase self-management so that they can live an independent and fulfilling life. Offering best value for money, this Service will provide a universal & preventative support and will offer a choice of access points:

- 1) Mental Health Information Helpline delivered by a team of trained volunteers: open Tues-Thurs 9.30am-5pm to provide timely, brief interventions for 300 callers with complex needs to help prevent loss of capacity to cope. A Worker will recruit, train & supervise to maintain a team of 6 helpline volunteers.
 - 2) Face-to-face Outreach and Signposting: a Worker will provide 3-12 week specialist mental health interventions with 30 clients, prioritising BME/new arrival communities who are experiencing mental health needs and face barriers to access social care services. They will collaborate with 5 BME and faith community organisations as often the first point of contact for BME/new arrival communities when in crisis & distress.
 - 3) Harrow Mental Health Directory Resource: a Worker will manage a specialist, universal and up-to-date information resource available 24/7 of 100 Harrow health & well-being services, 100 national organisations and 24 Harrow factsheets, such as crisis support and housing/homelessness, and the unique 'People Like Us' directory of local services offered in 7 mother tongue languages. Factsheets will be uploaded to Shop4Support info hub.
 - 4) A new quarterly welfare changes bulletin: circulated to 1,500 mental health service users mostly likely to be at risk from the impact of cuts to welfare benefits/services.
- Delivered through a strategic approach with other local info providers to ensure improved coordination, avoid duplication through new IAG protocols.

Summary of OBG funded services

Name of Organisation:	Relate London North West	Name of Project:	Emotional support for individuals and families towards a fulfilling life
Funding Allocated:	£15657	Expected Beneficiaries:	2700
INFORMATION FROM APPLICATION FORM			
Project Description			
<p>Relate London North West will offer impartial, non-judgmental relationship counselling to individuals, couples (heterosexual, same sex or transgender) and families of any make-up such as single parent, blended, adoptive, extended or nuclear. We recognise that the UK has numerous family compositions and that within these are very many people who are distressed and isolated for a variety of reasons</p> <p>The intervention begins with an initial consultation of one hour with a relationship counsellor. This will be offered within 2 weeks of initial contact and enables the person to begin to identify core issues and to plan the way forward. This might be one of our ongoing counselling services or sign posting to another organisation. Depending on the core issues that arise at the initial consultation, they may then be offered one of the following:</p> <p>Face to face couple or individual counselling. These sessions will usually take place weekly for one hour for an average of 8 sessions</p> <p>Family counselling which brings different members of the family together. These sessions will 1 hour and take place weekly, fortnightly or even monthly according to need. They may involve different family members at different times.</p> <p>Young people & children counselling in which counsellors identify and unlock the trauma and offer play therapy and psychological interventions to help the young person or child to identify what is hurting them. These sessions will be 1 hour and take place weekly, fortnightly or monthly according to need.</p> <p>The interventions aim to address problems in relationships, improve communication and conflict resolution skills and deepen commitment to the family. From this base, individuals are freed up to take a place in the wider society.</p>			

Summary of OBG funded services

Name of Organisation:	Roxeth Youth Zone - Space Project	Name of Project:	The Space Project
Funding Allocated:	£26025.77	Expected Beneficiaries:	20

INFORMATION FROM APPLICATION FORM

Project Description

SPACE aims to raise self-esteem & develop emotional wellbeing as a protective factor in vulnerable young women through 3 core activities. We aim for girls to live happier, healthier and more fulfilled lives. Services are available to young women aged 11-24 who live or school in Harrow.

AIM 1 – weekly 1:2:1 mentoring sessions are delivered by trained mentors from the local community at St.Peter's Medical Centee, (where SPACE is based), in schools or the community. Depending on the needs & age of clients, mentoring or listening models are used to raise self esteem and develop emotional wellbeing. Clients receive an average of 10 sessions. Where further or different support is needed, SPACE's signposting service increases access to other services through supported referrals.

AIM 2 – The Co-Ordinator, with support from the Director of Mind & Soul, a mental health charity, has written the True2U Self Esteem course, designed for small groups of vulnerable girls aged 14-19. It raises self-esteem and confidence through increased understanding of the relationship between thoughts, feelings and choices. It gives tools to manage negative thoughts & creates safe & positive peer environments. The course is delivered as 3 versions: a 10 week course at SPACE; a 3-session workshop at The Helix Pupil Referral Unit (PRU) and a 4 week early intervention (EI) version in schools with girls at risk of exclusion. Helix and EI versions will be piloted in spring/summer 2013. The full version was piloted twice in 2012.

AIM 3 - Outreach in schools through lessons & assemblies on self-esteem, confidence & stress enables promotion of and access to 1:2:1 & True2U services and acts as a voice for healthy self-esteem in schools.

In 2011/12 we worked with 1827 young people (including schools). Funding from the OBG would fund the Coordinator's salary, securing the project for a further 3 yrs, enabling increased volunteer base, expanding services & reaching a potential 10,973 young people.

Summary of OBG funded services

Name of Organisation:	South Harrow Christian Fellowship	Name of Project:	Supporting the Elderly
Funding Allocated:	£8001.22	Expected Beneficiaries:	33

INFORMATION FROM APPLICATION FORM

Project Description

We require funding for staff costs of 2 committed workers to work with the elderly.

The project will include working with one of the most vulnerable groups in society - the elderly living alone at home. We hope to have social interaction group every week to enable them to come together in a relaxed and friendly social setting to form friendships and social bonds with like minded individuals.

We hope to use this opportunity to introduce weekly themes to get them involved in a hobby (one that they are familiar with or a totally new one) such as knitting, crocheting, card making, fitness, reading and writing poetry/stories etc. We will decide on the hobbies depending on the group and their interests. This will not only give them something to look forward to but also something to occupy their time during the week at home.

We also hope to have a lunch club (where hot meals will be served)once a month to encourage new users to try our service as well as to give some thing for the regulars to look forward to.

We also hope to aid those who are more infirm and live alone and to befriend the lonely & the isolated with weekly visits to sit in and have a chat. We hope to offer practical assistance in terms of assisted shopping, form filling, making telephone calls, writing letters, posting etc.

Summary of OBG funded services

Name of Organisation:	St Luke's Hospice (Harrow and Brent)	Name of Project:	The continued expansion and development of St Luke's Hospice at Home Service for the residents of Harrow
Funding Allocated:	£45000	Expected Beneficiaries:	153

INFORMATION FROM APPLICATION FORM

Project Description

Hospice at Home provides packages of care (day and night) to support patients and families in their own homes, across Harrow. This may include lifting, washing, transferring, toileting, pressure area care, as well as providing support to carers. A by product of the service although inherent within its philosophy is indirect support for family carers.

The service is managed by a Senior Nurse/Clinical Manager who is supported by a Registered Nurse and Administrator. Care packages are delivered by Health Care Assistants with specific training in Specialist Palliative Care and Registered Nurses.

The service can respond quickly, adapting packages of care to meet rapidly changing patient needs. It helps to support the National End of Life Care Strategy by enabling patients choice to die at home, offering respite for informal carers and preventing inappropriate admission to hospital. Its aims are to

- prevent inappropriate hospital admissions
- facilitate rapid response care at home for patients at the end of their life who express a wish to die at home.
- facilitate a rapid discharge from hospital/hospice for patients at the end of life
- reduce isolation of patients (and carers)
- enable patients to live as independently as possible and give them choices regarding preferred place of care
- offer emergency respite to alleviate crisis situations

A pilot project was launched in 2012 to recruit, train and manage volunteers to work within Hospice at Home. Volunteers will provide simple care and social contact to patients and provide an opportunity for the unpaid carer to have time away from the caring role. For patients that live alone volunteers will supplement our staff by providing extra visits with the aim of befriending and supporting patients to remain at home longer avoiding hospital admissions and reducing their isolation. Hospice at Home staff and trained volunteers will also provide respite for carers to have a break without the worry of leaving the patient alone.

Summary of OBG funded services

Name of Organisation:	The WISH Centre	Name of Project:	ISVA -Sexual Violence Prevention, Advocacy and Support Service
Funding Allocated:	£30615.6	Expected Beneficiaries:	2000

INFORMATION FROM APPLICATION FORM

Project Description

Provision of an Independent Sexual Violence Advocate (ISVA) with specialist prevention work, counselling and support for girls and women ages 12 upwards and boys who have experienced sexual violence. Outreach service in schools and agencies managing disclosures of sexual violence and access for young people to relevant services and advocacy within and outside the criminal justice system. Provision of specialist counselling support for victims of rape, sexual gang violence, sexual exploitation and other violence to keep them safe. Drop in's; targeted workshops in schools; awareness raising; specialist group work.

Working in partnership with Harrow Police, Children's Services, schools and the Harrow Domestic and Sexual Violence partnership in response to local need for the service identified by these agencies.

The ISVA will support victims to decide if they wish to report to the police and to provide information about the legal process and their rights. If a young person chooses to report the incident of sexual violence to the police the ISVA supports the young person in all stages of the legal process. For example, if the case goes to court, the ISVA can be present with the victim when they give evidence. The ISVA also works with victims who do not wish to report but who need help identifying what support they need. As such they will have the opportunity to talk about the situation in a safe space with someone who will not judge them. The ISVA will listen to the victim, conduct a needs assessment and assist them to gain support from other agencies where necessary for example housing, health, specialist counselling.

The ISVA is a qualified accredited counsellor and is therefore able to provide one to one counselling for those young people who feel they need support to explore their traumatic experiences. The ISVA also offers a dedicated mobile and text support service should victims need to contact the ISVA for out of hours support or in times of crisis.

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Appendix 2: Funding scenarios

Total budget:	£600,000
OBG renewals:	£435,959
Infrastructure services:	£75,000
Budget available:	£89,041

% score range	Number of applications	% Grant allocated														
		100	95	90	85	80	75	70	65	60	55	54	53	52	51	50
95-100		£4,843	£4,601	£4,359	£4,117	£3,874	£3,632	£3,390	£3,148	£2,906	£2,664	£2,615	£2,567	£2,518	£2,470	£2,422
90-100	5	£24,835	£23,593	£22,352	£21,110	£19,868	£18,626	£17,385	£16,143	£14,901	£13,659	£13,411	£13,163	£12,914	£12,666	£12,418
83-100	8	£39,763	£37,775	£35,787	£33,799	£31,810	£29,822	£27,834	£25,846	£23,858	£21,870	£21,472	£21,074	£20,677	£20,279	£19,882
80-100	11	£52,113	£49,507	£46,902	£44,296	£41,690	£39,085	£36,479	£33,873	£31,268	£28,662	£28,141	£27,620	£27,099	£26,578	£26,057
75-100	12	£57,113	£54,257	£51,402	£48,546	£45,690	£42,835	£39,979	£37,123	£34,268	£31,412	£30,841	£30,270	£29,699	£29,128	£28,557
73-100	13	£62,113	£59,007	£55,902	£52,796	£49,690	£46,585	£43,479	£40,373	£37,268	£34,162	£33,541	£32,920	£32,299	£31,678	£31,057
70-100	14	£67,113	£63,757	£60,402	£57,046	£53,690	£50,335	£46,979	£43,623	£40,268	£36,912	£36,241	£35,570	£34,899	£34,228	£33,557
65-100	16	£76,973	£73,124	£69,276	£65,427	£61,578	£57,730	£53,881	£50,032	£46,184	£42,335	£41,565	£40,796	£40,026	£39,256	£38,487
63-100	18	£86,923	£82,577	£78,231	£73,885	£69,538	£65,192	£60,846	£56,500	£52,154	£47,808	£46,938	£46,069	£45,200	£44,331	£43,462
60-100	21	£101,637	£96,555	£91,473	£86,391	£81,310	£76,228	£71,146	£66,064	£60,982	£55,900	£54,884	£53,868	£52,851	£51,835	£50,819
55-100	23	£111,569	£105,991	£100,412	£94,834	£89,255	£83,677	£78,098	£72,520	£66,941	£61,363	£60,247	£59,132	£58,016	£56,900	£55,785
50-100	24	£116,569	£110,741	£104,912	£99,084	£93,255	£87,427	£81,598	£75,770	£69,941	£64,113	£62,947	£61,782	£60,616	£59,450	£58,285
45-100	27	£126,704	£120,369	£114,034	£107,698	£101,363	£95,028	£88,693	£82,358	£76,022	£69,687	£68,420	£67,153	£65,886	£64,619	£63,352
40-100	28	£131,304	£124,739	£118,174	£111,608	£105,043	£98,478	£91,913	£85,348	£78,782	£72,217	£70,904	£69,591	£68,278	£66,965	£65,652
35-100	29	£136,204	£129,394	£122,584	£115,773	£108,963	£102,153	£95,343	£88,533	£81,722	£74,912	£73,550	£72,188	£70,826	£69,464	£68,102
33-100	30	£141,204	£134,144	£127,084	£120,023	£112,963	£105,903	£98,843	£91,783	£84,722	£77,662	£76,250	£74,838	£73,426	£72,014	£70,602
30-100	31	£146,204	£138,894	£131,584	£124,273	£116,963	£109,653	£102,343	£95,033	£87,722	£80,412	£78,950	£77,488	£76,026	£74,564	£73,102

Number of applications 34

Number of 1st stage successful applications 31

Value of eligible grants applied for 146,204.00

Small Grants 34 31 146,204.00

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GRANTS ADVISORY PANEL MINUTES

20 FEBRUARY 2014

Chairman: * Councillor Joyce Nickolay

Councillors:

* Mano Dharmarajah	* John Nickolay (2)
* Manji Kara	* Bill Phillips
* Kairul Kareema Marikar	* Christine Robson (1)
* Chris Mote	* Sasi Suresh

Adviser: * Sarah Kersey, Business Development Director,
Voluntary Action Harrow

* Denotes Member present
(1) and (2) Denote category of Reserve Members

146. Attendance by Reserve Members

RESOLVED: To note the attendance of the following duly constituted Reserve Members:

Ordinary Member

Councillor Mrs Vina Mithani
Councillor Christine Robson

Reserve Member

Councillor John Nickolay
Councillor Varsha Parmar

RECOMMENDED ITEMS

150. Small Grant Recommendations 2014-15

The Panel received the report of the Corporate Director, Community Health and Wellbeing, which provided information on applications for funding from the Small Grants programme for 2014-15.

The Divisional Director, Community and Culture, informed members that of 34 applications, 31 had been judged eligible according to criteria previously agreed by the Panel. She reminded the Panel that the previous year, awards totalling £77k had been made in a 'two-tier' arrangement, whereby applications scoring 80% and above had received 75% of their grant request, and applications scoring between 55% and 79% had received 52% of their grant request. She outlined the funding allocation options for 2014-15 and invited members to consider whether they wished to continue to abide by the principle of 'recognising excellence', or fund all eligible applications.

The Chair commended officers on their report, for its clarity and range of information and proposed that the Panel should agree a funding option which rewarded excellence; she felt the current 'two-tier' system worked well.

Members considered if the suggested cut-off points for assessment were appropriate, and did not disadvantage any organisation unfairly. They agreed that all grant recipients should score at least 50% and above in order to be considered. Members also discussed the degree to which support was available for organisations, and whether having English as a second language disadvantaged certain applicants. Having considered the funding options and levels of grant available, members agreed that applicants scoring 80% and above should receive 85% of the requested grant, and applicants scoring 55% to 79% should receive 75% of the grant requested, subject to the conditions specified.

The Divisional Director then responded to queries from Panel Members on the following points:

- whether it was necessary to include a venue at application stage;
- whether a breakdown of costs is required;
- the appeal process;
- the role of panel members hearing appeals;
- the involvement of voluntary sector representatives as observers;
- the consequences of defaults and / or successful appeals and their impact on sums available for grant allocation
- the support available for organisations in making an application;
- channels for communication with voluntary sector organisations;
- the nature and location of target beneficiaries.

The Panel Adviser suggested that longer lead in times for the application process would be helpful as voluntary sector organisations did not always have the staffing or resources to access or respond to correspondence every day, and could miss opportunities as a result. The Panel considered that this was a possible factor for the relatively low number of applications, along with the requirement that grants should be made to align with meeting the corporate priorities of the Council. However, the Panel noted that a balance was needed in order for officers to have sufficient time to assess applications and draft their reports and recommendations prior to budgets being agreed.

Resolved to RECOMMEND: (to Cabinet) That:

- (1) grant funding be agreed at the following levels:
 - i. applicants scoring 80% and above to receive 85% of the requested grant;
 - ii. applicants scoring 55% to 79% to receive 75% of the requested grant;

and subject to:

- (a) receipt of satisfactory references and supporting documents by 11 April 2014;
 - (b) confirmation from applicants that the proposed project or activity can be delivered at the same, or at a different, level with the amount of grant awarded, by 11 April 2014;
 - (c) satisfactory resolution of any queries raised by the grant assessment panels by 11 April 2014;
 - (d) completion of the appeals procedure and any changes to the amounts awarded necessitated by decisions on appeals;
- (2) authority be delegated to the Corporate Director, Community Health and Wellbeing, following consultation with the Portfolio Holder for Community and Culture, to withdraw funding offers where organisations do not comply with the conditions detailed in recommendation 1, above;
 - (3) authority be delegated to the Divisional Director, Community and Culture, following consultation with the Portfolio Holder for Community and Culture, to consider and determine appeals with the support of an independent voluntary sector adviser, and vary both the percentage grant awarded and the threshold above which grant awards are made (as at Recommendations 1a and 1b above), in light of decisions taken on appeals.

Reason for Recommendation: To award Council funding under the Small Grants programme to third sector organisations to support them in delivering their services to Harrow residents.

151. Renewal of Service Level Agreements for Outcome Based Grants 2014-15

The Panel received the report of the Corporate Director, Community, Health and Wellbeing, which provided information on the renewal of service level agreements for Outcome Based Grants awarded in 2013-14.

The Divisional Director, Community and Culture, reminded the Panel that Outcome Based Grants were now awarded for three years in principle, with annual renewals subject to compliance with the conditions stated. She informed the Panel that the infrastructure service, which had been the subject of a tendering exercise at the time of the previous Panel meeting, had been awarded to Harrow Community Action, and their agreed grant of £75k was also due for renewal.

In response to Members' expressed concerns at the level and duration of the grant agreement for the infrastructure service, and in particular compared to the level of grant awarded in other Service Level Agreements, the Divisional Director stated that the grant, which had already been agreed by Cabinet, was to be used to develop capacity building, explore and exploit fundraising opportunities, attract other external funding, and support volunteering. The grant was subject to monitoring and compliance, and voluntary sector organisations had been involved in the tendering and selection process.

Members discussed the need to monitor delivery and outcomes achieved to date and whether these were satisfactory in the light of each individual organisation's circumstances. Further to this, officers updated the Panel on current progress for EACH and Harrow Churches.

The Panel Adviser briefed Panel members on the nature and function of a Council for Voluntary Service, and its role as an umbrella organisation for all voluntary sector bodies within a local authority's area. A member observed that it would be helpful to all members to be briefed on this, and suggested that it might be a useful topic to be covered within Member Development.

Resolved to RECOMMEND: (to Cabinet)

That authority be delegated to the Corporate Director, Community Health and Wellbeing, following consultation with the Portfolio Holder for Community and Culture, to

- (1) renew the SLA to the newly commissioned infrastructure support service to the level of £75k for 2014-15, and in principle for 2015-16, subject to the satisfactory delivery of agreed outcomes and annual confirmation of the budget according to the council's budget setting process;
- (2) confirm the renewal of SLAs for Outcome based Grant awards for 2014-15 at the same level of funding awarded in 2013-14;
- (3) terminate or amend SLAs if concerns are identified at any stage as a result of monitoring or breaches of the SLA.

Reason for Recommendation: To distribute Council grant funding to Third Sector organisations to support them in delivering services to Harrow residents.

Appendix 4 – Assessment Scores for Small Grant Applications

No.	Name of organisation: Harrow Community Radio Ltd	Amount Requested 2014/15: £4843.03
1	Project name: Harrow Community Radio (HCRfm)	Assessment Score as %: 96.66%

No.	Name of organisation: Harrow Heritage Trust	Amount Requested 2014/15: £5000
2	Project name: Management of and public engagement with Harrow's nature reserves	Assessment Score as %: 93.33%

No.	Name of organisation: Asperger's Syndrome Access to Provision	Amount Requested 2014/15: £4992
3	Project name: Improving Social Understanding	Assessment Score as %: 90%

No.	Name of organisation: Indian Association of Harrow	Amount Requested 2014/15: £5000
4	Project name: Community Seniors Club	Assessment Score as %: 90%

Appendix 4 – Assessment Scores for Small Grant Applications

No. 5	<p>Name of organisation: Voluntary Action Harrow Limited</p> <p>Project name: Harrow Trustee Network Better Governance and Trustee Diversity Pilot</p> <p>Query: Clarify with the organisation whether or not Child Protection and Vulnerable Adults at Risk policies are in place.</p>	<p>Amount Requested 2014/15: £4999.6</p> <p>Assessment Score as %: 90%</p>
No. 6	<p>Name of organisation: HARROW TAMIL ASSOCIATION</p> <p>Project name: Drop in day centre to promote quality of life for elders</p>	<p>Amount Requested 2014/15: £4950</p> <p>Assessment Score as %: 83.33%</p>
No. 7	<p>Name of organisation: Harrow United Deaf Club</p> <p>Project name: HUDC's Bringing People together project</p>	<p>Amount Requested 2014/15: £5000</p> <p>Assessment Score as %: 83.33%</p>
No. 8	<p>Name of organisation: South Harrow Christian Fellowship</p> <p>Project name: Youth Enrichment Programme</p>	<p>Amount Requested 2014/15: £4978</p> <p>Assessment Score as %: 83.33%</p>

Appendix 4 – Assessment Scores for Small Grant Applications

No. 9	Name of organisation: Harrow Kuwaiti Community Association Project name: Kuwaiti Bidoon Community football academy	Amount Requested 2014/15: £5000 Assessment Score as %: 80%
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No. 10	Name of organisation: HARROW TOWN CRICKET CLUB - LADIES SECTION (FORMERLY - HEADSTONE MANOR LADIES CRICKET CLUB) Project name: Ongoing Development of Female Cricket Query: (1) Operating on a substantial deficit with apparently no reserves to cover same: clarify with organisation how this is to be addressed. (2) Confirm whether or not the organisation has a Vulnerable Adults at Risk policy in place.	Amount Requested 2014/15: £4350 Assessment Score as %: 80%
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No. 11	Name of organisation: Herts Inclusive Theatre Project name: Acting Up - (Adult Drama Group)	Amount Requested 2014/15: £3000 Assessment Score as %: 80%
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Appendix 4 – Assessment Scores for Small Grant Applications

No. 12	Name of organisation: 9th Kenton Scout Group	Amount Requested 2014/15: £5000
	Project name: Provide Scouting activities for children aged 6 - 14 years living within the areas of Kenton, Harrow and Stanmore.	Assessment Score as %: 76.66%

No. 13	Name of organisation: Tamil Association of Brent	Amount Requested 2014/15: £5000
	Project name: Women Outreach Project Supporting the disadvantaged women to become independent and lead a healthy life.	Assessment Score as %: 73.33%
	Query: Clarify with organisation whether or not a Vulnerable Adults at Risk policy is in place.	

No. 14	Name of organisation: Harrow Bengalee Association	Amount Requested 2014/15: £5000
	Project name: Bengali Family & Senior Citizen's Support Project	Assessment Score as %: 70%

Appendix 4 – Assessment Scores for Small Grant Applications

No. 15	<p>Name of organisation: Harrow Agenda 21 Environment Forum</p> <p>Project name: Environment activity and learning, school and teacher support</p> <p>Query: Organisation's financial stability is in question: Operating with a substantial deficit with apparently insufficient reserves to cover same. Clarify with organisation how this is to be addressed.</p>	<p>Amount Requested 2014/15: £4860</p> <p>Assessment Score as %: 66.66%</p>
No. 16	<p>Name of organisation: HARROW SHOPMOBILITY</p> <p>Project name: Expanding awareness of Harrow Shopmobility to a wider user base</p>	<p>Amount Requested 2014/15: £5000</p> <p>Assessment Score as %: 66.66%</p>
No. 17	<p>Name of organisation: African Women Welfare (AWOW)</p> <p>Project name: Empowering African Women Through Education/Training</p> <p>Query: (1) Although a new organisation, clarify why no financial projection has been provided. (2) Clarify the relationship between the organisation and the two Referees cited.</p>	<p>Amount Requested 2014/15: £5000</p> <p>Assessment Score as %: 63.33%</p>

Appendix 4 – Assessment Scores for Small Grant Applications

<p>No. 18</p>	<p>Name of organisation: Somali Cultural and educational Association</p>	<p>Amount Requested 2014/15: £4950</p>
	<p>Project name: Educational Support</p>	<p>Assessment Score as %: 63.33%</p>
	<p>Query: (1) Clarify with the organisation the cost of the venue & its suitability to accommodate the activity described. (2) Confirm with the organisation that the volunteers are adequately qualified to deliver the activity described.</p>	
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<p>No. 19</p>	<p>Name of organisation: Harrow Anti-Racist Alliance</p>	<p>Amount Requested 2014/15: £4996.6</p>
	<p>Project name: Community Support Service (CSC)</p>	<p>Assessment Score as %: 60%</p>
<hr/>		
<p>No. 20</p>	<p>Name of organisation: Harrow Over 50 Club</p>	<p>Amount Requested 2014/15: £5000</p>
	<p>Project name: Service to residents of Harrow over 50 in age</p>	<p>Assessment Score as %: 60%</p>
	<p>Query: (1) To comply with first stage eligibility, confirm with organisation that Referee No. 1 is not a relative. (2) Confirm with the organisation that the venue identified for yoga is suitable to accommodate said activity.</p>	

Appendix 4 – Assessment Scores for Small Grant Applications

No. 21	Name of organisation: Radio Northwick Park	Amount Requested 2014/15: £4717.64
	Project name: Radio Northwick Park Running Costs 2014	Assessment Score as %: 60%

No. 22	Name of organisation: London Kalibari	Amount Requested 2014/15: £5000
	Project name: London Kalibari Working in and involving the Community 2014/15	Assessment Score as %: 56.66%
	Query Clarify with organisation the level of reserves held as these appear high for a small organisation	

No. 23	Name of organisation: Russian Immigrants Association	Amount Requested 2014/15: £4932
	Project name: Drop in Centre	Assessment Score as %: 56.66%
	Query (1) Operating with a severe deficit with seemingly no reserves. Clarify with the organisation how this is to be addressed. (2) Clarify whether or not the organisation has a Reserves policy in place.	

Appendix 4 – Assessment Scores for Small Grant Applications

No.		Name of organisation:	HARROW AFRICAN-CARIBBEAN ASSOCIATION [HACAS]	Amount Requested 2014/15: £5000
24		Project name:	HACAS ACTIVITY DAY CENTRE	Assessment Score as %: 53.33%

No.		Name of organisation:	CONNAUGHT OPERA	Amount Requested 2014/15: £4080
25		Project name:	Professional Concerts for older people residing in Harrow	Assessment Score as %: 46.66%
		Query	(1) Section 6.6 of SLA states that members of the organisation's management committee cannot be recipients of grant funding. - Check for exceptions to this rule in CC Guidance (C11) (2) Clarify whether or not the organisation has a Volunteer policy in place.	

No.		Name of organisation:	Harrow Athletic Club	Amount Requested 2014/15: £4855
26		Project name:	Quadkids and Super 8 Athletics	Assessment Score as %: 46.66%

Appendix 4 – Assessment Scores for Small Grant Applications

No. 27	<p>Name of organisation: Parkinson's UK - Harrow Branch</p> <p>Project name: Singing classes for people suffering from Parkinson's and their carers</p> <p>Query: (1) Operating on a deficit with apparently no reserves to cover same: clarify with organisation how this is to be addressed. (2) Clarify whether or not the organisation has a Vulnerable Adults at Risk policy in place.</p>	<p>Amount Requested 2014/15: £1200</p> <p>Assessment Score as %: 46.66%</p>
No. 28	<p>Name of organisation: Sai School of Harrow</p> <p>Project name: Scaling Up Sai School Programmes and Activities to support Harrow events</p>	<p>Amount Requested 2014/15: £4600</p> <p>Assessment Score as %: 43.33%</p>
No. 29	<p>Name of organisation: Namaste Care CIC</p> <p>Project name: Lotus Dementia Cafe</p> <p>Query: (1) Confirm with the organisation that the premises are suitable for the activity described. (2) Clarify that satisfactory insurances are in place</p>	<p>Amount Requested 2014/15: £4900</p> <p>Assessment Score as %: 36.66%</p>

Appendix 4 – Assessment Scores for Small Grant Applications

No.	30	Name of organisation:	SPECIAL CONNECTION	Amount Requested 2014/15: £5000
		Project name:	Drama workshops for children of all abilities	Assessment Score as %: 33.33%

No.	31	Name of organisation:	Navnat Yuva Vadil Mandal	Amount Requested 2014/15: £5000
		Project name:	Provision of Transport Facility For The Harrow Elderly and Disabled Members	Assessment Score as %: 30%

Appendix 5 : Analysis of applications by protected characteristics

Small Grants

		Number of Protected Equality Characteristics										
Scores as %	No. of Applications	Age	Disability	Gender Reassignment	Pregnancy & Maternity	Race	Religion / Belief	Sex	Sexual Orientation	Marriage & Civil Partnership	No Answer Given	
95-100	1	1				1						
93-100	2										2	
90-100	5	3	1			3		1				
83-100	8	6	2			4					1	
80-100	11	8	4	1		5						
75-100	12	9									4	
73-100	13	10				6						
70-100	14	11				7						
65-100	16	13	5			8						
63-100	18	15				10						
60-100	21	18	6			12						
55-100	23	19				14			1			
53-100	24	20				15						
45-100	27	23	8					2				
43-100	28	24				16						
35-100	29		9			17						
33-100	30	25	10									
30-100	31	26	11									
0-100	31	26	11	1	0	17	0	2	0	1	4	

Small Grants		% applications targeting protected characteristic										
Scores as %	No. of Applications	% Age	% Disability	% Gender Reassignment	% Pregnancy & Maternity	% Race	% Religion / Belief	% Sex	% Sexual Orientation	% Marriage & Civil Partnership	No Answer Given %	
95-100	1	3.23				3.23						
93-100	2										6.46	
90-100	5	9.68	3.23			9.68		3.23				
83-100	8	19.35	6.46			12.9					9.68	
80-100	11	25.81	12.9	3.23		16.13						
75-100	12	29.03									12.9	
73-100	13	32.26				19.35						
70-100	14	35.48				22.58						
65-100	16	41.94	16.13			25.81						
63-100	18	48.39				32.26						
60-100	21	58.06	19.35			38.71						
55-100	23	61.29				45.16				3.23		
53-100	24	64.52				48.39						
45-100	27	74.19	25.81					6.46				
43-100	28	77.42										
35-100	29		29.03			51.61						
33-100	30	80.65	32.26			54.84						
30-100	31	83.87	35.48									
0-100	31	83.87	35.48	3.23	0	54.84	0	6.46	0	3.23	12.9	

REPORT FOR: CABINET

Date of Meeting:	13 March 2014
Subject:	Community Learning Strategy
Key Decision:	Yes
Responsible Officer:	Paul Najsarek Corporate Director Community, Health and Wellbeing
Portfolio Holder:	Councillor Manji Kara, Portfolio Holder for Community and Culture
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A: Draft Community Learning Strategy 2013 -15

Section 1 – Summary and Recommendations

This report sets out a draft Community Learning Strategy and Delivery Plan outlining the strategic aims and objectives for the delivery of adult, family and community learning in the borough and to achieve the vision for Community Learning contained in the Department for Business, Innovation and Skills (BIS) document, *New Challenges, New Chances*.

Recommendations:

Cabinet is requested to:

- i). Approve the adoption of the Community Learning Strategy 2013-5 and the Delivery plan as outlined in Appendix A and in paragraphs 2.2 and 2.4 of this report.

ii). Authorise the Corporate Director, Community, Health and Well-Being to proceed with the Community Learning Strategy Delivery Plan (Appendix A Annex 1) and take any action necessary subject to confirmation of Skills Funding Agency funding allocations, in consultation with the Portfolio Holder for Community & Cultural Services.

Reason: (For recommendation)

As part of the national changes in the funding and delivery of Community Learning, the Adult Community and Family Learning Service is required to have in place a strategy, to be monitored by the Skills Funding Agency, that sets out how they will deliver a relevant balance of the objectives outlined in *New Challenges, New Chances* (Department of Business, Innovations & Skills, 2011).

Section 2 – Report

2.1 Introductory paragraph

2.1.1 Adult and Community Learning in Harrow is funded through the Skills Funding Agency (SfA). As part of the funding criteria for academic year 2013/14 onwards, the SfA require Community Learning providers to have in place a Strategy that outlines how they will deliver against the Government’s vision for the service outlined in *New Challenges, New Chances* (Department of Business, Innovation and Skills, 2011).

2.1.2 In order to maximise access to community learning, there is a national move towards targeting Community Learning funding on those who are disadvantaged and least likely to participate. Subsidised provision will be focused on the targeting and recruitment of identified priority groups with evidence of impact on social and economic wellbeing. The Harrow Community Learning Strategy 2013-15 sets out the main objectives, aims and actions in order to meet this agenda.

2.1.3 The Adult Community and Family Learning Service was last inspected by Ofsted in October 2013 and was graded ‘Good’ (Grade 2) across all areas. The recommendations for further improvement have been incorporated in the Objectives and Actions set out in the Community Learning Strategy.

2.2 Options considered

2.2.1 In order to comply with the agenda set out in *New Challenges, New Chances* and with Skill Funding Agency requirements, the Adult, Community and Family Learning Service established a formal Framework for the commissioning of community learning delivery which was approved by Cabinet in April 2013.

2.2.2 Services receiving a Community Learning funding allocation from the Skills Funding Agency are also required to set out how they will meet the agenda of *New Challenges, New Chances* in a Community Learning Strategy. A draft strategy was produced and circulated for consultation in October-December 2013 and comments were incorporated into the final draft for consideration by Cabinet. This process has been approved by the SfA and funding for academic year 2013-4 has been agreed. The draft Community Learning Strategy now requires approval before final submission to the SfA.

2.2.3 Therefore Cabinet is recommended to approve the Community Learning Strategy as the planning framework for Community Learning programme delivery over the current and next academic years as follows:

i). Approve the adoption of the Community Learning Strategy 2013-5 and the Delivery plan as outlined in Appendix A and in paragraphs 2.2 and 2.4 of this report.

ii). Authorise the Corporate Director, Community, Health and Well-Being to proceed with the Community Learning Strategy Delivery Plan (Appendix A Annex 1) and take any action necessary subject to confirmation of Skills Funding Agency funding allocations, in consultation with the Portfolio Holder for Community & Cultural Services.

2.3 Current situation

2.3.1 Harrow Council secures provision for Adult and Community Learning through the Adult Community & Family Learning Service, with funding through the Skills Funding Agency (SfA). In December 2011 the Department for Business, Innovation and Skills (BIS) outlined proposed reforms of learning and skills in *New Challenges, New Chances*, setting out the objectives for Community Learning and expectations of recipients of Community Learning funding from 2013/14 onwards. These included developing different models of delivery for Community Learning with a wider range of providers in order to focus funding on people or groups who are disadvantaged and least likely to participate and to increase fee income from those who can afford to pay.

2.3.2 The local delivery model of approximately one third of learning delivery provided directly by Harrow Council and two thirds delivered through Harrow and Stanmore Colleges was therefore revised in 2013 to move to a full commissioning model. There are currently 20 providers on a Framework of Preferred Providers who have submitted proposals for a

range of community learning programmes set out in a Provider Prospectus. 13 of these have been contracted to deliver provision in 2013/14, working with a range of target groups that include the older learner, mental health service users, adults with learning disabilities and black and minority individuals with low qualifications or skill levels.

2.4 Why a change is needed

2.4.1 In academic year 2013/14, providers in receipt of a Community Learning funding allocation are expected to work in line with the policy objectives set out in the Skills Funding Statement (December 2012) and *New Challenges, New Chances*. The Agency's Funding Rules for academic year 2013/14 also state that Community Learning providers must "have in place a strategy that sets out how they will deliver a relevant balance of the objectives set out in *New Challenges, New Chances*".

2.4.2 The Community Learning Strategy therefore sets out the main objectives, aims and actions over the next 2 years in order to meet this agenda. Key to this is shifting the balance of funding towards subsidising community learning provision that targets and recruits identified priority groups and shows evidence of impact on social and economic wellbeing. In order to maintain a universal access offer, it is also necessary to generate additional income through higher fees and other funding and to lever in other resources to reinvest in the local offer.

2.4.3 The main objectives in the draft Strategy are:

- Widening participation in learning through targeting community learning and providing a means for learners who do not currently participate to gain access to the learning process
- Enhancing individuals' quality of life by providing a wide range of learning opportunities that contribute to employability skills health and well-being, community cohesion and citizenship, and stronger family relationships
- Developing local learning communities by enhancing the capacity of new providers, particularly community and voluntary organisations, to develop learning programmes for their immediate communities
- Developing high quality teaching and learning by enhancing the professional status and on-going professional development of those engaged in the delivery of community learning in order to improve the quality of teaching, learning and assessment.

2.5 Implications of the Recommendation

Resources, costs

2.5.1 A new Community Learning Partnership will be established to monitor and plan provision developed as part of the Community Learning Strategy and to evaluate the impact of the local learning offer on target groups, individuals and families. Representation will be invited from internal and external partners and learners.

Staffing/workforce

- 2.5.2 The new model of delivery with an increased role for contract management and data collection, and the changes in the curriculum with an greater emphasis on Functional Skills and employability skills, will require a review of roles and responsibilities within the Adult Community & Family Learning Service. This will be carried out before September 2014. Any changes will be undertaken with due regard to the organisation's Protocol for Managing Change.

2.6 Legal Implications

- 2.6.1 A function of Local Authorities under the Education Act 1996 is to provide opportunities for the education of adults. The arrangements for securing and/or delivering the education provision are the decision of the local authority. The proposals set out in the Community Learning Strategy will support the delivery of the Local Authority's functions in relation to adult learning.
- 2.6.2 Education Services are Part B services under the Public Contracts Regulations so they only need to be procured in an open, non-discriminatory and fair way. The procurement process established as part of the changes in delivery of Community Learning meets that duty.

2.7 Financial Implications

- 2.7.1 From March 2014, the Adult, Community and Family Learning Service will be entirely funded from external sources via the Skills Funding Agency and as a result contributes towards the 14/15 Medium Term Financial Strategy. Current SfA funding for academic year 2013/14 is £679,000. Of the total funding, £197,000 is formula funded from the Adult Skills Budget, with funding linked to the numbers of learners on specified programmes with qualifications on the Qualifications Credit Framework.
- 2.7.2 The balance of £482,000 is from the Community Learning budget. Providers allocated from this budget are expected to work in line with the policy and objectives outlined in *New Challenges, New Chances* (BIS December 2011) and which the Community Learning Strategy is intended to address.
- 2.7.3 The expectation of the Skills Funding Agency and the Department for Business, Innovation and Skills is that providers generate additional income above the core funding through a variable fee policy and generating/collecting additional fee income where possible (depending on the financial circumstances of individuals – the "Pound Plus" approach). The Prospectus issued to those on the Framework of Preferred Providers requires providers to raise fee income where possible, with full fee at the provider's discretion and concessions for those receiving a set range of benefits. Any fee income is used to lower the subsidy from the core funding. This approach has enabled a lower

level of subsidy and to sustain the number of adult learners within grant levels which have remained largely unchanged in recent years.

- 2.7.4 The draft Community Learning Strategy assumes grant funding will continue at the existing levels. However indicative allocations for academic year 2014-15 have yet to be received. It should be assumed that any notified reduction in the grant will require the Strategy to be revised and the deliverables limited to the grant allocated.

2.8 Performance Issues

- 2.8.1 The Adult Community and Family Learning Service returns regular sets of learner data to the Skills Funding Agency, including annual returns for enrolment numbers, success rates and retention rates. These are currently reported on the Community and Culture Scorecard as below and will remain as performance indicators. A Quality Assurance Framework and Continuous Professional Development programme is in place to ensure success and retention rates are not adversely affected by a widened provider base.

	2011/12	2012/13
Number of student enrolments	5531	5400
Retention rates	88.5%	90%
Success rates	86.5%	88.5%

- 2.8.2 The purpose of the Community Learning Strategy is to shift the balance of funding towards recruiting identified priority groups and evidence impact on social and economic wellbeing. A further set of indicators, including qualification level and post-code, will be developed and each learning programme will be monitored for the extent to which it addresses identified need and engagement of target group(s).
- 2.8.3 The provision will remain under Ofsted Inspection and all provision will be monitored against the Service's Quality Improvement Framework and providers will be supported through a Continuous Professional Development Programme. The Service was graded as Good by Ofsted in October 2013 and the Inspection Report commented that the draft Community Learning Strategy was well-founded and provided a clear basis for current and future developments.
- 2.8.4 The key recommendations for taking forward that were contained in the recent Ofsted Inspection Report form part of the actions of the Community Learning Strategy and the Service's Quality Improvement Plan. These are the embedding of the quality assurance framework across all providers; improving the quality of teaching, learning and assessment, especially in English for Speakers of Other Languages (ESOL); and ensuring all tutors have access to effective information and learning technologies.

2.9 Environmental Impact

- 2.9.1 There are no environmental impact considerations in this report.

2.10 Risk Management Implications

2.10.1 Risk included on Directorate risk register? Yes
Separate risk register in place? No

2.10.2 The risks identified with these proposals are:

- *Future external funding for adult and community learning jeopardised by failure to deliver anticipated learner numbers through new commissioning process*. There are planned phases of commissioning new programmes at later stages in the year and for direct delivery to increase the volume of delivery if necessary. There is also the opportunity for new providers to apply to join the Framework annually.
- *External funding through Adult Skills Budget at risk from under-delivery*. There are plans to increase number of ESOL and Functional Skills programmes through direct delivery to increase numbers eligible for accredited funding.

2.11 Equalities implications

2.11.1 Was an Equality Impact Assessment carried out? Yes

2.11.2 It was not considered a risk that the proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics. In order to maximise access to community learning, available funding will be focused on those who are disadvantaged and least likely to participate. Priority groups include older learners, particularly those in an isolated or vulnerable situation and those entering the Fourth Age, 75+ years; disabled learners and mental health service users or ex-users or those with learning difficulties/disabilities; and black and ethnic minority individuals, particularly with below Level 2 qualifications.

2.12 Corporate Priorities

The Community Learning Strategy contributes to the Council's priority of a fairer borough. The Community Learning Strategy is intended to widen participation in learning through targeting community learning with funding focused on planned programmes designed for identified priority groups. Curriculum delivery will focus on employability skills, functional Maths and English, health and well-being needs, community cohesion and citizenship and stronger families.

Section 3 - Statutory Officer Clearance

Name: Donna Edwards

on behalf of the
Chief Financial Officer

Date: 4 February 2014

Name: Matthew Adams

on behalf of the
Monitoring Officer

Date: 12 February 2014

Section 4 – Performance Officer Clearance

Name: Martin Randall

on behalf of the
Divisional Director
Strategic
Commissioning

Date: 29 January 2014

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker

on behalf of the
Corporate Director
(Environment &
Enterprise)

Date: 30 January 2014

Section 6 - Contact Details and Background Papers

Contact: Geoff Trodd, Service Manager for Community Learning
Tel: 020 8416 8805

Background Papers: [New Challenges, New Chances \(Dept of Business, Innovation and Skills, 2011\)](#)

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

NOT APPLICABLE

[Call-in applies]

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HARROW COMMUNITY LEARNING STRATEGY

2013-15



COMMUNITY LEARNING STRATEGY 2013-16

1. Background to Adult and Community Learning

1.1 The Adult Community and Family Learning (ACFL) Service is a Harrow Council service, part of the Community and Culture Division in the Community, Health and Well-being Directorate. The Service is externally funded by the Skills Funding Agency (SfA), within a policy context set by the Department for Business, Innovation and Skills (BIS).

The ACFL Service delivers adult and community learning as a mixture of direct delivery and contracted provision with a range of providers. All provision is part-time and is for people over 19 years of age, with the exception of Family Learning with parents and children.

Provision includes English for Speakers of Other Languages (ESOL); ICT programmes in locations that include the Sangat Centre, the Shree Kutch Temple, the Beacon Centre and Kenton Learning Centre; Functional Skills in English and Maths; Family Learning courses and activities in schools, children's centres and community venues; programmes for mental health service users; programmes for health, including Yoga, Dance and Keep Fit; and a wide range of courses for personal development and leisure, including art, photography, modern languages, cookery.

1.2 The ACFL service is required to produce a Community Learning Strategy by the SFA and a Delivery Plan outlining annual actions to deliver the strategic aims and objectives. Harrow's Strategy is shaped and informed by a number of other key policies contained in strategies at both national and local level, including:

- Skills Funding Statement (BIS/SFA 2012)
- Third Sector Participation and Engagement in the Learning and Skills Sector: a Strategic Framework (BIS April 2013)
- The West London Alliance Whole Place Community Budget programme
- The Joint Health and Wellbeing Strategy for Harrow 2012-2015;
- Our Plan; Children and Families 2013-2018 (Harrow Council)
- Harrow Council Sustainable Procurement Policy 2011
- Harrow's Joint Strategic Needs Assessment 2009-2013

1.3 The vision for Community Learning is as follows:

Our vision is to secure the delivery of an accessible, coherent and high-quality learning programme for adults and families in Harrow. The aim is to increase and widen participation in learning, promote the wider benefits of learning, enable people to develop skills, knowledge and confidence, increase health and well-being and encourage a culture of life-long learning through progressing learners to further study or training and/or employment

2. Context for Adult & Community Learning in Harrow

2.1 The priorities for the Community Learning Strategy are driven by the needs of Harrow's local communities, in particular:

2.1.1 *Employability skills and social mobility*

Unemployment rates are highest in the Wealdstone and Marlborough wards (central Harrow) and Roxbourne (south Harrow) and amongst residents classified as Black and Other ethnic groups. There are also particular groups that have specific obstacles in progressing to the labour market. These include adults with learning disabilities, adults with severe mental health problems and communities with low levels of English language skills. It also includes those with a low level of Functional Skills and of qualifications generally. Low levels of literacy/numeracy and language skills amongst some residents provide an obstacle to employability. Within Harrow, the highest proportions of the population without qualifications or with low level qualifications are in Kenton East, Edgware, Roxbourne and Roxeth.

Programmes supported through Community Learning often act as an entry point into learning and can break down barriers such as lack of confidence. There is also a need to increase the numbers of adults gaining first accreditation in community settings and then progressing to higher level qualification courses to facilitate entry to the labour market.

Identified learning needs: Functional Maths and English; work-related English for Speakers of Other Languages (ESOL); employability skills; vocational training; ICT training; Study Skills.

2.1.2 *Widening access to English language skills*

The population is culturally and ethnically very diverse. White British make up around 34% of the population, compared to 60% for London and 83% for England as a whole and in 2011 Harrow was ranked seventh in England for cultural diversity. Asian or Asian British comprise around 43% of the borough's population, particularly Indian and Sri Lankan. Within other ethnic communities the White Other group is the largest with 8% of the population, particularly Romanian and Polish. Black African (notably the Somali Community) groups have been fast growing over the last 6 years or so, as has the Afghan community.

Harrow was one of 25 local authority areas recently identified by the Department for Communities and Local Government as an area with high levels of need for English Language provision. 28.5 % of Harrow's residents have a foreign first language with Gujarati, Tamil and Romanian being the most commonly spoken languages. In 15.9 % of households English is not the main language of any household occupants, the 10th highest ranking nationally and much higher than the national level of 4.3 %. The 2011 census showed 1% of Harrow residents unable to speak English at all, compared to 0.6% for London and a national figure of 0.3%. This can create a barrier for employability and also means some parents have little contact with their children's schools and lack the skills to assist their children's progress.

Identified learning needs: Pre-entry and Entry Level ESOL

2.1.3 *Health and Wellbeing needs*

The Borough's population is ageing at a faster rate than average across the rest of Greater London and the proportion of residents aged over 65 at 14% is higher than the London average. This is projected to increase to 16.5% by 2018 and

there are projected increases in numbers seeking residency in specialist accommodation Two thirds of those over 65 years are from White groups.

There are marked geographical inequalities in life expectancy: there is a 10 year difference for women between Pinner South and Wealdstone. There are also health inequalities related to ethnicity. With the exception of Black Caribbean and Irish populations, all other minority ethnic groups have lower rates of adherence to the Chief Medical Officer's recommendations for physical activity. Mental health problems affect 1 in 6 of adults and over 5,000 Harrow residents have experienced serious mental health problems in the last 5 years. Rates are higher in some ethnic communities, with lower awareness of services available.

Identified learning needs: Physical activity programmes such as Yoga, Dance, Keep Fit; Healthy Eating; programmes targeting mental service users; learning targeted at older learners; Confidence building programmes

2.1.4 Community cohesion and citizenship

The borough overall is one of contrasts. Harrow is among the top eight most affluent boroughs in London but also ranks among the top eight for high rates of low income linked to employment. There are pockets of severe deprivation, mainly in the central and south west areas in the wards of Roxbourne, Wealdstone, Greenhill and Marlborough that are in the fifth most deprived in the country, with significant poverty, deprivation and acute housing need. Generally the highest indices for multiple deprivation coincide with areas with a higher concentration of social housing, such as the Rayners Lane and Headstone estates. There are, therefore, significant differences across the borough in indicators of deprivation, which have had an impact on unemployment rates, life expectancy, physical and mental health and child poverty. This can provide barriers to social or cultural integration. Lack of ICT skills can mean loss of contact with Council services. Lack of language skills can mean lack of contact with schools or public services. Lack of previous involvement in learning can mean unawareness of opportunities available.

Identified learning needs: ICT; ESOL/active citizenship; cultural literacy

2.1.5 Supporting stronger families

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population, with White British pupils decreasing to 16.5% of the school population and the Other White backgrounds group increasing to 9%. In terms of narrowing the achievement gap there are some groups that need attention, including some BME groups and those receiving free school meals and children looked after.

Lack of English language skills amongst parents can cause issues such as isolation, poor communication between parents and schools and cultural dislocation. There is an identified need for many parents to improve their own English and Maths skills to assist their children's progress at school as well as their own functional skills. There is also an identified need for many parents, particularly amongst new arrivals, to improve their English for effective communication with the school

Identified learning needs: Family English, Maths and Language; Get Your Child Reading; Dads Club; Wider Family Learning programmes

3. Our Learners

Adult and community learning benefits individuals, families, communities, the economy and society as a whole. It has the potential to enable the delivery of learning that meets local needs, promotes social renewal and maximises social and economic well-being. Maintaining a universal service is part of our delivery.

Current snapshot

Retention (R) and success (S) rates

Year	Enrol's	Learners	Retention	Success
2012/13	5685	3622	91.1%	85.41%

Profile

Female	Male	Age 19-24	25-39	40-59	60+
70.5%	29.5%	7%	34.5%	37%	21%

Ethnic Minority Breakdown	Borough Profile	ACL profile
White: EWSNIB	31%	31.5%
White Irish	3%	2.5%
White Gypsy or Irish Traveller	0.07%	.02%
White: Other White	8%	11%
Black African	3.6%	5%
Black Caribbean	2.8%	3.5%
Black Other	1.8	2%
Chinese	1%	1%
Indian	26%	20%
Pakistani	3%	3%
Bangladeshi	0.6%	0.5%
Other Asian	10%	11%
Mixed/multiple ethnic group: White & Black Caribbean	1%	1%
Mixed/multiple ethnic group: White & Asian	1%	1%
Mixed/multiple ethnic group: White & Other mixed	1%	1%
Other ethnic group: Arab	1.5%	1.5%
Any other ethnic group	1.4%	4%

What do the learners think?

I was very scared of using the computer. Now I am quite confident

I have now more patience with my child. I am not afraid to speak English at the GP and the bank. I can talk on the phone

I enjoyed the course because I was able to share my problems and was able to find solutions to use in future

Maths is fun. I learned a lot of things and my mum can help me more

It helped me with looking for a job and interview skills

3.2 However, in order to maximise access to community learning, available funding is focused on those who are disadvantaged and least likely to participate. Subsidised provision will have an emphasis on targeting and recruitment of identified priority groups with evidence of impact on social and economic wellbeing.

3.3 In particular the priority groups are:

- Older learners , particularly those in an isolated or vulnerable situation and those entering the Fourth Age, 75+ years
- Families, particularly where parents have basic English or Maths needs or who have not reached Level 2, where there is a single parent or families with complex needs
- Unemployed residents, with provision targeted for those before they reach the Work programme or those that have left without a job
- Disabled learners
- Mental Health service users or ex-users or those with learning difficulties/disabilities
- Black and ethnic minority individuals, particularly with below Level 2 qualifications

4. Delivering the Vision

The vision and aims for Community Learning are as follows:

Our vision is to secure the delivery of an accessible, coherent and high-quality learning programme for adults and families in Harrow. The aim is to increase and widen participation in learning, promote the wider benefits of learning, enable people to develop skills, knowledge and confidence, and encourage a culture of life-long learning through progressing learners to further study or training and/or employment.

To achieve this, the following main aims have been identified:

4.1 Aim 1: Widening participation in learning through targeting community learning and providing a means for learners who do not currently participate to gain access to the learning process

Context

For a past number of years Harrow ACFL service has delivered a programme with a balance between fee-paying universal access courses and more targeted first step and community learning, usually free or low cost. The Service remains committed to a broad programme of community learning that promotes the wider benefits of learning. However, within the constraints of a reduced Community Learning budget, the intention is to focus funding on people or groups who are disadvantaged and least likely to participate due to a variety of obstacles and increase fee income from those who can afford to pay more.

Progress to date

During 2012/13 the Service introduced a commissioning process that identified best value and delivery of positive learning outcomes that meets the needs of local people and communities. Providers were invited to become part of a pool of

'preferred providers' to deliver community learning as set out in a Provider Prospectus. The objective is to engage organisations who are best placed, in terms of quality and value for money, to deliver specific types of learning to specific target groups with evidence of impact on social and economic well-being..

Objectives 2013-15

- a) To extend the commissioning process through the Framework of Providers to a wider group of community-based providers with the ability to recruit from target priority groups.
- b) To develop effective means of measuring the impact of programmes with target groups, using small-scale funding set aside for innovation projects to support and test new approaches to learning, engagement and delivery methods
- c) To widen access to Personal and Community Development provision (arts and crafts, modern languages, learning for leisure or personal motives) to groups who have had little contact with cultural learning opportunities
- d) To further develop a flexible fee and concession policy as part of an overall 'Pound Plus' approach of maximising income in order to support widening participation. This will include further development of learning clubs and self-organised learning groups and programmes that support learners in raising funds independently

4.2 Aim 2: Enhancing individuals' life opportunities by providing a wide range of learning contributing to employability skills; health and well-being; community cohesion and citizenship; and stronger family relationships

Context

Community Learning is part of the lifelong learning continuum and has the potential to link into and enhance a number of important local and national agendas including Harrow's Health & Wellbeing Strategy and emerging Regeneration Strategy. This requires an integrated vision for learning and skills to support the needs of communities, families and workplaces as well as individual adults.

Progress to date

The Prospectus against which providers bid for delivery in 2013/14 set out proposals for Widening Participation provision designed to encourage those individuals or groups with the most barriers to learning to joining a Community Learning programme. The programmes were grouped under the themes of:

- Programmes designed to support Active Citizenship
- Programmes designed to support Learning for Health and Well-being
- Programmes designed to improve family life and life chances through family learning
- Programmes designed to support Learning to improve skills for Employment
- Programmes designed to develop Self-Organised Groups or Learning Clubs

Objectives 2013-15

- a) To develop an overall curriculum plan across providers to provide formal and informal learning opportunities in response to local and community

- needs and learner feedback, including extending the range of programmes of learning for pleasure and well-being
- b) To build up a Community Learning Forum as an effective planning and monitoring group for Community Learning
 - c) To build up a strategic development group that can enhance links between the Community Learning Strategy and other local authority and cross-authority plans such as the West London Alliance Whole Place Community Budget programme
 - d) To develop the use of data, mapping and findings from the Council customer needs analysis in order to inform effective programme planning
 - e) To build up progression paths between providers and more accessible ways of signposting learners between providers
 - f) To embed Functional Maths and English, language skills and ICT skills into curriculum areas to support new learners

4.3 Aim 3: Developing local learning communities by enhancing the capacity of new providers, particularly community and voluntary organisations, to develop learning programmes for their immediate communities

Context

Part of the agenda of the Government paper *New Challenges, New Chances (BIS), 2011* has been to widen the base of providers of community learning as part of a wider public sector reform and growth policy. Integral to this has been encouragement of the Third Sector to deliver learning and skills and engage more 'hard to reach' learners

Progress to date

Harrow ACFL Service has for the past few years effectively worked with a range of providers from the voluntary and community sectors, including host organisations for community-based ICT. This arrangement has operated in a loose network of providers that had a voice through the Informal Adult Learning Forum and in 2012 the basis for a Community Learning Forum was agreed. The commissioning process phased in during 2012/13 has enabled more providers to be part of the Framework for delivery and pilot courses were run and evaluated with a number of new providers in 2013.

Objectives 2013-15

- a) To enable new providers to apply for acceptance onto the Commissioning Framework at annual entry points and to increase awareness amongst providers of the commissioning process
- b) To support new providers through a Quality Improvement Framework (Provider and Tutor Toolkit), a training programme to prepare providers for monitoring and self assessment (including observation of teaching and learning) and a bureau service to collect necessary data and evidence; and to support providers to achieve quality accreditation where appropriate
- c) To develop more effective collaboration between providers through a Provider Network that can collaborate on planning, pooling resources and sharing expertise
- d) To facilitate the development of self-organised learning groups, use of volunteers and other forms of informal learning through small-scale funding and training workshops

4.4 Aim 4: Developing high quality teaching and learning by providing on-going professional development for those engaged in the delivery of community learning

Context

Community Learning remains part of Ofsted's remit and providers are expected to deliver against the Common Inspection Framework. Currently, there is a greater emphasis on classroom observation and on success rates than in previous inspections. There are also changes in the initial teaching and specialist qualifications for those in the FE and Community Learning sector. Because of the Commissioning process, the number of new providers has increased for 2013/14.

Progress to date

Through a Quality Improvement Plan and self-assessment process Harrow ACFL Service has identified areas for development in teaching and learning and supported these through a CPD training programme. The most recent Ofsted Inspection in October 2013 rated the Service as 'Good' (grade 2) in all areas and recommendations for further improvement form part of the objectives and actions set out below. Providers contracted as part of the Commissioning Framework have received support on the Quality Improvement Framework and Toolkit. These aim to:

- Outline the quality requirements of funding, inspection and awarding bodies
- Clarify the expectations of providers in delivering adult, community and family learning
- Take into account learners' needs, interests and skills development
- Involve all staff at all levels in continuously seeking to improve provision
- Ensure consistency of quality across the provider network

Objectives 2013-15

- a) To provide an annual Continuous Professional Development training programme accessible for all providers and to promote and support continuous professional developments for all staff
- b) To share information on self-assessment and comparable quality data, including success rates, progression and social impact data
- c) To develop the use of the Observation of Teaching and Learning (OTL) programme across all providers, including peer observation, to identify development needs and to raise standards
- d) To provide training and support for tutors and other staff to develop skills in the use of technology. This will include the development of new programme offers, delivery methods, learner interaction and recording of learner achievement and progress through electronic means, eg image recording

5. Measuring delivery and success

There are a number of challenges in delivering a Community Learning Strategy which include:

- A lack of clarity at national level about the future role and funding of adult and community learning
- Integration of Formal First Steps funding in the Adult Skills Budget after August 2013, with a need to re-shape part of the curriculum offer
- Commissioning supporting providers to deliver programmes paid on outcomes instead of a block grant.
- Potentially falling below the Minimum Contract Level in the event of an overall reduction in SfA funding
- Potential further re-organisation of services within Harrow Council
- Pressure on staffing capacity to deliver against the expected agendas

It will be essential to continuously monitor and evaluate the success of programme delivery to mitigate these challenges.

The Objectives and Priorities are underpinned by a set of activities and success measures in a supporting Adult and Community Development Plan and Quality Improvement Plan. Key indicators include numbers of learners and enrolments (including gender and ethnicity %), retention and success rates and take-up of targeted courses.

1. Delivery Plan

Aim 1

Widening participation in learning through targeting community learning and providing a means for learners who do not currently participate to gain access to the learning process

Objectives and Actions

To further extend the commissioning process through the Framework to more community-based providers with the ability to recruit from targeted priority groups.

- To refine and simplify the initial commissioning and tendering processes with help from Procurement
- To advertise the commissioning process more widely, especially amongst the Third Sector
- To open up the Framework for renewed annual intake as from January 2014
- To extend targeted community learning through the Children Centre Hubs and other Council services
- To support providers and tutors develop effective initial advice and guidance

To develop effective means of measuring impact with target groups, with small-scale funding set aside for innovation projects to support and test new approaches to learning, engagement and delivery methods

- To pilot three Innovation Projects in 2013-14 and three in 2014-15, each with a focus on trying new delivery methods or developing ways of measuring impact
- To develop and extend the use of data and mapping in programme planning and extend the use of 'GIS/Experian Reporting

To widen access to Personal and Community Development programmes (arts and crafts, modern languages, learning for leisure or personal motives) to groups who have had little contact with cultural learning opportunities

- To fund a targeted programme of Personal and Community Development courses
- To widen the base of providers delivering Personal and Community Development courses and widen the curriculum offer
- To develop links between Wider Family Learning programmes and Personal and Community Development programmes
- To develop additional/alternative venues for programme delivery
- To seek ways of providing access to learning for students with pre-school age children

To further develop a flexible fee and concession policy as part of an overall 'Pound Plus' approach of maximising income in order to support widening participation. This will include further development of learning clubs and self-organised learning groups and programmes that support learners in raising funds independently

- To develop and integrate a financial strategy based on the 'Pound Plus' approach into future planning
- To develop a series of 'Pound Plus' indicators to evidence how additional income and/or efficiencies are adding to the Community Learning allocation
- To develop or support learning clubs and self-organised learning groups and programmes that enable learners to raise funds independently
- To further develop the use of social networking to support and promote learning clubs and learner interaction.
- To establish links to My Harrow so residents and people who work in the borough can enrol and pay using their My Harrow account

Aim 2

Enhancing the life opportunities of individuals by providing a wide range of learning which will contribute to employability skills, health and well-being, community cohesion and citizenship, and stronger family relationships

Objectives and Actions

To develop an overall curriculum plan across providers to offer formal and informal learning opportunities in response to local and community needs and learner feedback, including extending the range of programmes of learning for pleasure and well-being

- To evaluate the impact and take-up of programmes delivered over 2013-14
- To develop through the Community Learning Partnership a curriculum plan that can be incorporated into the Prospectus issued to providers in 2014

To build up a Community Learning Forum as an effective planning and monitoring group for Community Learning

- To consult partners, providers and stakeholders on the Community Learning Strategy and to use the process for an initial meeting of a Community Learning Partnership in 2013/14
- To use the basis of the initial meeting on Community Learning Trusts to agree a remit for the Partnership
- To enable the Community Learning Partnership to monitor the impact and success of programmes in 2013/14 and input into planning for 2014/15
- To encourage shared learning and good practice

To build up a strategic development group that can enhance links between the Community Learning Strategy and other local authority and cross-authority plans such as the WLA Community Budget pilots

- To consult internally on the Community Learning Strategy and to develop a strategic development group for adult and community learning in 2013-14 that can make links with other authority plans and projects
- To enable other Council services to deliver some Community Learning programmes from 2014.

To develop the use of data, mapping and findings from the Council customer needs analysis to inform programme planning and to share with providers

- To extend the use of GIS/Experian Reporting to enhance planning based on local data analysis

- To enable the Community Learning Partnership to share local research and needs analyses to help in planning for 2014 and beyond
- To develop a more effective marketing strategy across all provision

To build up progression paths between providers and more accessible ways of signposting learners between providers

- Map progression routes for tutor guidance
- Pilot sample of mapping learners using Unique Learner Numbers to track
- Use existing IAG capacity to signpost learners between providers

To embed Functional Maths and English, language skills and ICT skills into curriculum areas to support new learners

- Deliver Family Learning English and Maths programmes with Functional Skills assessments
- Extend delivery of Functional English and Maths programmes at Children Centres
- Develop courses for English for Speakers of Other Languages (ESOL) at pre-entry and Entry Levels, using mapping between providers to plan programmes
- Include training in Functional Skills as part of annual CPD programme for tutors

Aim 3

Developing local learning communities by enhancing the capacity of new providers, particularly community and voluntary organisations, to develop learning programmes for their immediate communities

Objectives and Actions

To enable new providers to apply for acceptance onto the Commissioning Framework at annual entry points and to increase awareness amongst providers of the commissioning process

- To refine and simplify the initial commissioning and tendering process, with the help of Procurement
- To advertise the commissioning process more widely, especially amongst the Third Sector
- To open up the Framework for renewed annual intake as from January 2014

To support new providers through a Quality Improvement Framework (Provider and Tutor Toolkit), a training programme to prepare providers for monitoring and self assessment (including observation of teaching and learning) and a bureau service to collect necessary data and evidence

- To introduce all providers to Quality Improvement Framework (QIF) and relevant KPIs for their delivery
- To implement annual CPD programme for providers and tutors to prepare them for monitoring and self assessment (including observation of teaching and learning)
- To provide a bureau service for data collection for small providers

To develop more effective collaboration between providers through a Provider Network that can collaborate on planning, pooling resources and sharing expertise

- To extend online learning by tutors through www.learninharrow.org.uk website by organising further tutors forums, case- studies and general CPD
- To improve access to electronic resources for small voluntary sector providers through www.learninharrow.org.uk
- To explore 'network sharing' with partners for mobile learning
- To identify resources and/or accommodation that could be shared by providers for more efficient delivery

To facilitate the development of self-organised learning groups, use of volunteers and other forms of informal learning through small-scale funding and training workshops

- To develop resources for managing and supporting learning clubs and further develop the use of social networking to support and promote learning
- To use small-scale funding in the commissioning process to test alternative models of delivery and the capturing of impact

Aim 4

Developing high quality teaching and learning by enhancing the professional status and on-going professional development of those engaged in the delivery of community learning

Objectives and Actions

To provide an annual CPD training programme accessible for all providers and to promote and support continuous professional developments for all staff in order to improve the quality of teaching, learning and assessment

- To include quality assurance and training requirements in contracts and service specifications
- To ensure all providers have training and support on the Quality Improvement Framework and Providers' Toolkit
- To offer an annual CPD programme for providers and tutors, including target setting and recording of learner progress.

To share information on self-assessment and comparable quality data, including success rates, progression and social impact data

- To include self-assessment training in the CPD programme to enable an annual self-assessment cycle to take place
- To establish a moderation process of self assessment amongst providers
- To revise the Quality Assurance Group to take account of new providers and the commissioning process

To develop the use of Observation of Teaching and Learning (OTL) across all providers, including peer observation, to identify development needs and raise standards

- To set out observation requirements as part of service specifications, with 100% of all new (unobserved) tutors to be observed in the first term. 33% of all other tutors to be observed during each year of delivery.
- To include training on observation in an annual CPD programme
- To develop a pool of peer observers drawn from current providers

To provide training and support for tutors and other staff to develop skills in the use of technology. This will include the development of new programme offers, delivery methods, learner interaction and recording of learner achievement and progress through electronic means, eg image recording

- To provide training and support for identified tutors, other staff and providers to develop skills in the use of technology.
- To develop means of recording learner achievement and progress through electronic means, eg image recording.
- To build on current volunteer facilitator training programmes to extend the voluntary sector capacity to deliver social media training and recruit new learners.
- To shift the focus in ICT delivery from stationary equipment based learning centres to a learning Hotspot' model enabling learning to be delivered via a range of devices.

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REPORT FOR: **CABINET**

Date of Meeting:	13 March 2013
Subject:	Harrow Mutual Support Network (HMSN)
Key Decision:	Yes
Responsible Officer:	Paul Najsarek, Corporate Director of Community, Health and Wellbeing
Portfolio Holder:	Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing
Exempt:	No, except for Appendix 1, which is exempt under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 Exempt (Part II)

Section 1 – Summary and Recommendations

This report sets out the procurement process undertaken for the provision of the Harrow Mutual Support Network and seeks agreement on the outcome

Recommendation:

1. That Cabinet notes this report and takes into account Appendix 1 in making a decision in respect of the delivery of a Harrow Mutual Support Network for the term of three years beginning on 1 April 2014 and ending

on 31 March 2017.

2. That Age UK Harrow is awarded the contract for delivery of this project as the lead provider, which will enter into subcontracts with other local voluntary sector organisations.

Reason: (For recommendation)

The Council made available the funding for this project in its Medium Term Financial Strategy.

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. London Borough of Harrow agreed to seek an organisation to establish a model of support and opportunities for 2,000 vulnerable and older people (or their unpaid carers), given the working title of Harrow Mutual Support Network.
2. The principles are that this is a membership network (to create a shared sense of ownership) in which people access, share or purchase support and services with others who are paid or volunteer to give support. It takes an approach of valuing the skills and contributions everyone can make, regardless of whether they may also need support to stay well and independent.
3. The model has three main aims: -
 - i. Enable people to be socially connected to others with shared interests and people in their local areas, reducing isolation
 - ii. Assist people to stay independent through support with practical tasks
 - iii. Enable people to enjoy a sense of purpose from sharing skills and knowledge, contributing to the community.
4. The project was a Harrow Strategic Partnership initiative. £150k was allocated from the Local Area Agreement Reward Initiative Fund to enable the service to get started. In addition, the Council committed a further £300k to the development of this initiative from the Transformation and Priorities Initiatives Fund, in the *Final Revenue Budget and Medium Term Financial Strategy 2013-14 to 2016-17*,

agreed at Cabinet on 14 February 2013. The Network aims to be self-supporting and self-financing within 3 years after being established.

Options considered

5. Harrow has developed this option over several years. The principles set out above were agreed by Harrow Strategic Partnership. The model to achieve this was then refined in the summer of 2013. The Council undertook market engagement with organisations operating similar models, and reviewed research, learning and consultations with people about the support want to give and to receive. The Council also undertook benchmarking and visited other areas to learn lessons from what they have done.
6. Bidders were expected to bring forward their intelligence and expertise in designing an effective approach to meet the specification requirements, and to engage with and draw on other community resources and support. This includes voluntary, public and private sector services, facilities and resources. It also allowed bidders to make connections with initiatives like the Neighbourhood Champions and the National Citizen Service programme for young people.
7. Due to the value of the contract and the nature of the service, a tendering exercise was used to select a provider. The option to conduct an open tendering exercise was used because this is an innovative service and the market is relatively limited.

Procurement Process

8. The Council undertook a wide market engagement exercise prior to the commencement of the formal tender, to attract appropriate potential bidders and to gather intelligence about the most effective models to specify in the tender.
9. The Council followed a one-stage tender process, which was administered via the Council's procurement portal, Due North.
10. The evaluation criteria used was as follows:

Tenderers were requested to complete 3 question sections in a single ITT, which included Qualification, Technical and Commercial sections.

The Qualification section was evaluated on a Pass/Fail basis. Any tenderer that failed a qualification question would be eliminated from the process and their Technical and Commercial envelopes not be opened or evaluated.

The Technical and Commercial responses of qualified tenderers were then evaluated using the criteria set out below. After all scenarios and variations have been assessed, the tender with the highest score will be recommended for award of the contract.

Tenderers were required to give a presentation on their submission covering questions 1 to 8 on the Quality/Technical section.

The evaluation calculation was based on 100% of the points being awarded for Quality, Technical and Commercial assessments. Evaluation criteria and weighting is set out below.

Evaluation criteria	Weighting
Quality / Technical / Commercial	90%
1) How will you implement this project?	10
2) Who operates your model?	10
3) How will you respond to your customers?	15
4) What outcomes will your project achieve and how will you know?	10
5) How will you shape the groups and activities available to customers?	15
6) How will you ensure the Safeguarding of customers and others?	10
7) How will you use Council resources on this project?	10
8) How will you make this project sustainable?	10
Sustainability	10%
Sustainability action plan	10
Total	100%

11. Two bids were submitted and the results of the evaluation are shown in Appendix 1

Section 3 – Implications of the Recommendation

Legal Implications

12. Subject to Cabinet approval, the contract documentation will incorporate all legal requirements.
13. Age UK Harrow will be the lead contractor and have responsibility for the successful delivery of the network. They will sub-contract aspects of the network to a range of local partners including voluntary sector organisations.
14. This builds on the existing, successful delivery of services in partnership and consortia arrangements and the Council will support Age UK on setting the terms of the sub-contracts to ensure they are robust.

Financial Implications

15. Funding is fixed at up to £450k over the life of the contract, initially at £150k per year, though this may be varied to enable effective set-up in Year 1 and tapering off in Year 3. Release of funding for year 2 and year 3 will be subject to achievement of the annual targets and project deliverables.

16. No further funding will be provided from the Council during the Self-Financing Period lasting up to three (3) years after the expiry of the Contract.
17. Funding in Year 1 will be drawn from the Local Area Agreement Reward Initiative Fund Harrow, with funding in years 2 and 3 drawn from the Transformation and Priorities Initiatives Fund, subject to contract performance.
18. No specific savings are linked to this project, but there is evidence that interventions such as these provide cost-avoidance to statutory services. A good overview of the wider field of the cost benefits of prevention is from the Early Action Task Force, available at <http://www.community-links.org/earlyaction/>. Specific work on the prevention from supporting people to remain at home living independently was undertaken by Cap Gemini, available at <https://www.gov.uk/government/publications/research-into-the-financial-benefits-of-the-supporting-people-programme-2009>

Performance and Outcome Issues

19. The outcomes the project will seek to achieve are the creation of social capital, reduction of isolation, unlocking capability and aspiration of residents; allowing new skills to be developed, foster community spirit and promote positive changes to behaviour/lifestyle. It will support the independence and the mental and physical well-being of residents, particularly those who are older, have limiting health conditions or disabilities, or are unpaid carers.
20. Mutual Support Network members will be able to get to know more people who live near by and enjoy a calendar of activities that will cater for all sections of the communities in Harrow. Activities will include member get togethers and trips to places of interest. Members will be able to get extra help around the house and garden and maybe even learn to undertake basic DIY for themselves.
21. Members will, via a Freephone number, be able to call for advice on various issues and practical tasks such as how to Skype and will periodically be contacted to ensure that they are making the most of their membership.
22. Contract performance will be measured by indicators recording levels of activity and participation, questionnaires to gather self-reported outcomes and various approaches to measure the changes in people's use of statutory services. Independent evaluation from the University of Westminster has been secured by the recommended bidder.
23. The network will have 2,000 members by the end of its third year of operation, with 10% as specific 'peer support' volunteers. Annual targets to achieve this (of 660 members by the end of Year 1, and 1320 by the end of Year 2) will be monitored monthly.

Environmental Impact

24. There are no significant environmental impacts arising from this proposal.

Risk Management Implications

25. Two risks were identified during the planning of the project: -
- i. the service may not deliver on targets and so may not be self-sufficient by the end of three years
 - ii. there may be negative impacts upon local charities and organisations if they do not win the tender and face extra competition for resources
26. The first risk will be mitigated by close monitoring and support from the Council and other partners to achieve a successful, attractive service.
27. Subject to Cabinet approval, the second risk will be mitigated by the fact of the award being made to a number of local voluntary sector organisations, working in partnership as lead and sub-contractors to deliver the network.

Equalities implications

28. An Equality Impact Assessment has been undertaken and not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.
29. The successful organisation will ensure that the HMSN is developed and then established with the participation of people reflecting the full diversity of London Borough of Harrow, as measured through demographic data from the network.

Priorities

30. The project supports the following corporate priorities:
- § Fairer: Harrow is a place where our hard working residents can bring up their families knowing they will have fair access to opportunity.
31. The project specifically meets this priority through: -
- § looking after those who are more vulnerable
 - § helping those who want to work to find work, by extending skills and training opportunities
 - § improving the health and wellbeing, particularly mental health, for all residents
 - § helping people to live independently

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert on behalf of the
Chief Financial Officer

Date: 7 February 2014

Name: Sarah Inverary on behalf of the
Monitoring Officer

Date: 10 February 2014

Section 4 – Performance Officer Clearance

Name: David Harrington on behalf of the
Divisional Director
Strategic
Commissioning

Date: 5 February 2014

Section 5 – Environmental Impact Officer Clearance

Name: Venetia Reid-Baptiste on behalf of the
Corporate Director
(Environment &
Enterprise)

Date: 7 February 2014

Section 6 - Contact Details and Background Papers

Contact:

Carol Yarde, Head of Transformation, Community Health & Well Being, tel: 0208 420 9660 email: carol.yarde@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

Date of Meeting:	13 March 2014
Subject:	Further Alterations to the London Plan
Key Decision:	No
Responsible Officer:	Caroline Bruce, Corporate Director of Environment and Enterprise
Portfolio Holder:	Councillor Stephen Greek – Portfolio Holder for Planning, Development and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Harrow Council’s formal representations to the Further Alterations to the London Plan Recommendation from LDF Panel, 3 March 2014 (To Follow)

Section 1 – Summary and Recommendations

This report summarises the proposed changes to the London Plan, which are out for public consultation, and sets out the Council’s response to these which form the basis of the Council’s formal response.

Recommendations:

Cabinet is requested to:

1. Note the key changes proposed to the London Plan and the potential implications for Harrow’s own adopted spatial strategy;

2. Agree Council's formal representations (attached at Appendix A) to the Further Alterations to the London Plan.

Reason: (For recommendation)

To ensure Harrow's best interests are reflected in the alterations to the regional spatial plan for London.

Section 2 – Report

1. On 15th January 2014 the Mayor published further alterations to the London plan (2014) for consultation. After the close of consultation on the 10th of April, the responses will be analysed by the GLA, further changes may be proposed, and then the alterations will be examined by an Independent Examiner before they can be adopted, likely early 2015.
2. The changes centre on housing and employment policies to reflect the additional growth that the capital will need to manage and accommodate (an increase in population to 10.11 million) by 2036.

Key Alterations Proposed

3. For Harrow there are a number of important changes which will have an impact on managing growth in the Borough.

New Housing Target

4. Harrow's housing target (the number homes the Borough is expected to accommodate and deliver) will increase from 350 per annum to 593 per annum (a 69% increase). This new housing target is derived from the findings of the pan-London Strategic Housing Land Availability Assessment, and is therefore based on a detailed local assessment of Harrow's potential land capacity.
5. The proposed new housing target needs to be seen in the context of Harrow's actual housing need – i.e. its '*objectively assessed housing need*' – which is estimated at between 1,200 and 1,400 household formations per annum. Obviously Harrow, like many other boroughs across London, does not have the land available to meet this level of housing need. The London Plan therefore provides the strategic framework for reconciling, insofar as possible, the need for and the capacity to deliver new housing across the capital. In short, through the London Plan, a significant proportion of Harrow's overall growth is intended to be met by housing development elsewhere in London, primarily East London. It should also be noted that the new housing figures are not set to come into effect until 2015 when the alterations are anticipated to be adopted.

6. It is not only Harrow's housing target that is increasing. All boroughs are proposed to see an increase in their housing requirement. The levels of increase vary widely between boroughs but a consistent theme is that those with already very high housing targets are likely to see only modest increases.

7. However, Members should be aware that the proposed borough housing figures could change as a result of the consultation process and examination. It is highly likely that neighbouring counties and many in the development industry will challenge the London Plan housing targets. While the proposed alterations will see London's overall strategic housing requirement increase to 42,389 per annum (up 10,000 per annum against the 2011 Plan), the evidence (GLA Strategic Housing Market Assessment 2013) suggests that London's '*objectively assessed housing need*' is for between 49,000 and 62,000 homes per year.

8. Given the need for further housing across London and the substantial disparity between Harrow's '*objectively assessed housing need*' and its capacity to accommodate new growth, if Harrow's housing target remains at 593 homes per annum, officers believe that this will be challenging but will not require the Council to revisit its current spatial strategy approach. It will mean however that Harrow will go from a particularly strong housing position to one that is marginal towards the latter stages of Harrow's Local Plan period. Surpluses achieved since 2009 will be negated and achieving the target will require **all sites** allocated for housing in the Local Plan to be built out over the plan period and may require a further call for additional sites towards the end of the plan period (i.e. post 2021). Council's representation therefore supports the London Plan's new housing targets, and the continued pan-London approach to reconciling the need for and the capacity to deliver new housing across the capital. However, officers consider that any further increase above the proposed new housing target will be untenable to deliver, and therefore the representation strongly resists any proposals to increase the new target further as being potentially unsound.

Harrow & Wealdstone Opportunity Area Designation

9. The second key alteration for Harrow is the re-designation of the Harrow and Wealdstone Intensification Area to an Opportunity Area.

10. The key difference between an Intensification Area and an Opportunity Area designation is the level of development to be accommodated. Typically, Opportunity Areas are tasked to deliver at least 5,000 jobs or 2,500 new homes, or a combination of the two.

11. Harrow's existing Intensification Area was included in the 2011 London Plan following Council's agreement to the area becoming a focus for growth within its own proposed Local Plan. At that time the detailed work on the Area Action Plan had not commenced, and so a conservative jobs and housing target for the Harrow & Wealdstone area (2,000 jobs and 1,500 homes) were agreed with the Mayor for adoption in his London Plan, consigning it in threshold terms to an Intensification Area designation.

12. When the detailed evidence base studies on site availability and development capacities were completed for the Harrow & Wealdstone Area Action Plan (AAP), the Council had determined that the development potential of the area could sustainably accommodate a minimum of 3,000 jobs and 2,800 new homes. This means that the Harrow & Wealdstone area now meets the thresholds for designation as an Opportunity Area within the London Plan. The current further amendments to the London Plan therefore seek to realise this reclassification.

13. In addition to becoming a higher order growth area within the new London Plan, this designation also secures additional buy in from the GLA and TfL in recognition of the additional infrastructure demands that accommodating further growth will entail. Opportunity Areas are given priority within the Mayor's Economic Development Strategy and Transport Strategy, and offers the ability to bid for Strategic Growth Funding, which should help to make the case for Station improvements at Harrow on the Hill when tied to the delivery of the higher growth targets.

14. As the jobs and housing targets proposed for the Harrow & Wealdstone area in the alterations to the London Plan reflect those already adopted by the Council in its AAP, as well as making available potential additional funding streams and assistance not currently available, the Council's representation supports the change in designation to an Opportunity Area.

Other further amendments of note

15. An amendment to Policy 2.15 Town Centres introduces a requirement that applications for a change of use from retail to residential (via a new permitted development prior approval application) in town centres must conform with London Plan policies on town centre vitality. This is of note, as this change to the Permitted Development Order has not been effected yet through changes to the regulations. This alteration to policy seemingly pre-empts this. Assuming the change to permitted development comes in to allow retail units to be converted to residential without planning permission, subject to our prior approval, this amendment should help the Council to resist inappropriate retail to residential conversions in town centres. This proposed change to London Plan policy is therefore supported.

16. The alterations have also introduced a much stronger emphasis on supporting residential led mixed used development to higher densities in town centres, especially within those centres that are in decline. Policy 2.15 has been significantly revised to encourage council's to analyse centres where consolidation of retail may be necessary, and to support a wider range of uses including further residential in such centres. Harrow's Local Plan already has policies that are in line with these alterations, and so alterations are supported.

17. The Mayor has introduced slightly higher maximum parking standards for residential development, to reflect outer London's more car-orientated needs and relaxed the policy to state that these standards should be the 'basis' for determining applications rather than absolutes. He has further amended the Parking policy (Policy 6.13) to allow Borough's to set their own

standards, using the maximum in the London Plan as their basis for office parking. These changes provide the Council with greater flexibility when determining the appropriate levels of parking on individual planning applications and are therefore supported.

18. There is a new section to Policy 3.18 – Education Facilities, which encourages proposals to co-locate schools with housing in order to maximise land use and reduce costs. Whilst primarily aimed at highly constrained inner London sites, this may prove necessary in outer London boroughs should demand for new school provision continues to significantly rise. Support is therefore proposed to be given to this policy.

19. With regards to the clustering of certain retail uses e.g. betting shops etc, a new clause has been inserted into Policy 4.8 – Supporting a Successful and Diverse Retail Sector and Related Facilities and Services, which allows borough's to have regard to both the positive and negative effects of this clustering to manage the numbers in a centre, e.g. by encouraging a positive cluster of uses, or to restrict harmful concentrations of a certain use. Given the significant body of evidence that already exists regarding the adverse social and environmental impacts that can result from the clustering of certain land uses, this change to policy should help the Council to introduce local policies to manage such adverse impacts where necessary. This alteration is therefore strongly supported. Further guidance on the implementation of this policy is already included in the Mayors Town Centre SPG.

20. The justification to Policy 4.8 has also been strengthened to encourage borough's to protect local pubs where they are an important community asset and viable. Harrow's Local Plan contains a policy to protect community assets such as pubs, and this amendment should help strengthen this policy position and again is proposed to be fully supported through the representations.

21. A number of policies have new references to encouraging and supporting dynamic, flexible office and research space for small companies and start ups. This may add strength to the Council in its negotiations with developers regarding the provision of appropriate replacement office / business floorspace where justified on new developments, and is therefore supported.

22. There is a subtle change to policy 7.18 – Protection of Local Open Space. This has been changed to 'Publicly Accessible' throughout the policy and justification, therefore meaning non-publicly accessible space may not have the same protection through the London Plan. This does not apply to Green Belt or Metropolitan Open Land, which has the same protection as before. The need for this change queried in the Council's representation but its adoption in its current form is unlikely to raise a conformity issue with Harrow's own Local Plan policies, which seek to protect all open spaces irrespective of ownership of accessibility, as Harrow's policy was based on local evidence, and can therefore go further than the London Plan policy.

23. A number of other minor changes are proposed to policies and justification text to bring them into line with National Policy / bring the up to

date, but these do not have any substantive effect on Harrow and the Local Plan and are therefore not covered in the Council's representation.

Other options considered

24. The only alternative to submitting representations is to do nothing. Noting that the London Plan forms part of the Statutory Plan for Harrow, this option is not recommended as it negates the Council's ability to influence regional policy in the Harrow's best interests.

Implications of the Recommendation

Legal Implications

25. 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.

26. The Mayor of London is required by law to consult on changes to the London Plan and to take into account all consultation responses received before adopting them. Upon adoption, the London Plan Further Alterations will form part of Harrow's formal planning policy.

27. In accordance with Section 24 (1) (b) of the Planning and Compulsory Purchase Act 2004, as amended, Harrow's Local Plan must also be in general conformity with the London Plan. Therefore, once the final alterations to the London Plan are adopted, the Council will need to determine whether its own Local Plan policies continue to be in general conformity. Should this not be the case, the Council will need to bring forward its own set of alterations to the Local Plan to bring this into general conformity.

Financial Implications

28. The costs associated with preparing and submitting the Council's representation, and attending any subsequent hearing sessions into the further alterations, is contained within the existing Planning Policy budget.

29. There are no other financial implications at this stage. Should the proposed new housing target be adopted in the future, the council could face additional financial pressures as a result of increased population in the borough and hence the growing demand for public services.

Performance Measures

30. The impact of increasing Harrow's annual housing target from 350 homes to 593 homes will certainly impact on the borough's housing completions performance relative to target and will impact on Harrow's five year housing land supply. To date, the borough has built up a surplus of circa 670 units. This surplus will be substantially reduced when the new housing

target takes effect in 2015/16, especially if the current housing completion rates are not maintained. In accordance with a plan, monitor, manage approach, the Council will continue to monitor its performance relative to housing targets and will, if necessary, take positive action to address any potential projections for significant and continuous under-performance.

Environmental Impact

31. The alterations to the London Plan have been the subject of a full sustainability appraisal assessment, which has been made available to view and comment upon as part of the consultation process. For Harrow, the increase in housing can be met on previously developed land without relaxation of existing policies protecting open space, Green Belt and garden land. Nevertheless, there will be an increase in population that will give rise to additional demand for services in the borough. Harrow's Community Infrastructure Levy will help to fund new provision and section 106 agreements will remain to mitigate any immediate adverse environmental impacts arising as a result of individual schemes.

Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

Potential Risks	Commentary	Mitigation Measures
As a result of responses received, the Mayor may propose further alterations or remove proposed amendments	Any further changes may alter the Council's current judgment as to the acceptability of the London Plan as it relates to impacts upon Harrow and the Council's ability and responsibilities to manage growth in a sustainable manner.	Officers will continue to monitor the consultation and subsequent examination of the further alterations, and submit representations reflecting Harrow's interests when necessary.

Equalities implications

Was an Equality Impact Assessment carried out? No

32. The Mayor of London has conducted a full EQIA of all the proposed alterations to the London Plan. This report relates only to representations that the Council will make to the proposed alterations to the London Plan, and therefore has no EQIA implications.

Corporate Priorities

33. The submission of representations should assist in the delivery of the corporate priority for a fairer Harrow by:

- Supporting the re-designation of the Harrow and Wealdstone Intensification Area as an Opportunity Area, giving impetus to the strategic importance this area will make to meeting London's future growth needs;
- Ensuring the Mayor's Economic Development Strategy and Transport Strategy give priority to the delivery of the targets for the Harrow and Wealdstone Opportunity Area, including the ability to bid for Strategic Growth Funding to support essential infrastructure improvements.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18 Febraury 2014		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 19 February 2014		

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 18 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 19 February 2014		

Section 6 - Contact Details and Background Papers

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

Tel: 0208 736 6082

Background Papers: London Plan Further Alterations 2014

<http://www.london.gov.uk/priorities/planning/london-plan/draft-further-alterations-to-the-london-plan>

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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Planning Policy

Harrow Council
PO Box 37
Civic Centre
Station Road
Harrow
HA1 2UY

Date: 14 February 2014

Boris Johnson, Mayor of London
(Further alterations to the London Plan)
City Hall
The Queen's Walk
London
SE1 2AA

Dear Mr Johnson,

Further Alternations to the London Plan

Harrow Council welcomes the opportunity to comment on the further alterations to the London Plan. In particular, we welcome the Plan's recognition of the strategic contribution that Harrow's growth area can make to meeting London's future housing and employment needs through its designation as an Opportunity Area. We look forward to continuing to work collaboratively with the GLA to realise the significant potential of this area for Harrow and the capital through targeted interventions and strategic investment in supporting infrastructure, including transport facilities. The Council considers such investment to be an essential basis on which the Opportunity Area should proceed.

The Council supports the vast majority of changes proposed. The attached table contains Council's representations to the proposed further alterations, highlighting those areas of support and those where further clarification could help to improve the policy.

If you would like to discuss any of the Council's representations in more detail, please contact Matthew Paterson, Head of Planning Policy, on 020 8736 6082 or matthew.paterson@harrow.gov.uk, who will be happy to discuss.

Kind Regards,

Caroline Bruce

Corporate Director of Environment & Enterprise

London Plan Further Alterations			
Representations of the London Borough of Harrow			Closing date: 10 April
LBH Ref No.	Page	Policy / Para	Representations
1	19	Figure 1.4	The figure could helpfully be updated to include the data up to 2013 thereby aligning with text at paragraph 1.20
2	34	Policy 1.1	The paragraph references at parts A & C of the Policy need updating.
3	34	Para 1.59	The references to 'Local Development Frameworks' needs to be updated to 'Local Plans' both here and throughout the document for consistency with current national and local terminology.
4	64	Policy 2.15C	The reference to applications for change of use from retail to residential as permitted development pre-empts a potential change to the Order to enact this. Given Harrow Council's strong opposition to this proposed change when consulted on by DCLG, the Council welcomes the alterations as providing for a more sound basis upon which to determining the acceptability of such prior approvals. The Mayor might also consider strengthening the policy further through the addition of criteria on maintaining active frontages at the street level and one on protecting the designated primary shopping area as the retail core of a centre.
5	64	Policy 2.15D	The alterations to the policy are supported and should ensure that existing higher order town centres remain the focus for new retail provision, maintaining their vitality and strategic role & function.
6	88	Para 3.19a	The Council considers that the requirement on boroughs to not only identify their five-year housing land supply, in accordance with the NPPF, but to also 'demonstrate that they have maximised the number of identified sites' is overly onerous. The methodology used in latest pan-London SHLAA was the most comprehensive and robust to date. Beyond the application of this methodology, it remains unclear what further evidence boroughs could supply to satisfy this new requirement. It is therefore recommended that this additional new requirement be deleted or that the text be further amended to clarify what will be expected of boroughs to satisfy this new requirement.
7	89	Policy 3.3Da	The Council considers this policy to be unnecessary as it repeats requirements already set out in Parts D & E, with respect boroughs achieving and exceeding their minimum housing target in Table 3.1 (Part D) and identifying additional housing capacity to supplement these targets (Part E). It is therefore recommended that the policy be deleted.
8	91	Table 3.1	The new annual average housing target for Harrow will be very challenging to achieve and will require the delivery of all allocated housing sites as well as maximising further potential development opportunities within its town centres as these arise. Any further increase above the new target figure would, in the Council's judgment, be undeliverable and would give rise to concerns as to the soundness of the Plan. Whilst, the Council recognises the increase in its target is necessary and that Harrow, like all London boroughs, must contribute to meeting London's need for additional housing, the Council maintains that such growth must be matched by investment in the social and physical infrastructure required to sustainably support the capital's growth. The Council therefore supports the efforts of the Mayor in seeking to make a stronger case to central government for control over future funding and investment to support the provision of the infrastructure London needs to remain successful and sustainable.

9	98	Policy 3.8Ba1	The Council strongly supports the reference in the policy to the contribution of the private rented sector in addressing housing need and welcomes the approach, here and elsewhere in the alterations, to increase supply to meet growing demand. However, the Mayor is requested to provide further clarity in the supporting text to the Policy that this should not impact negatively on affordable housing provision.
10	101	Paragraph 3.50c	It is unclear whether the indicative targets described within the paragraph and set out in Annex 5a for the provision of specialist housing for older people form a component of the borough strategic housing targets in Table 3.1. It is also unclear whether delivery against the targets needs to be monitored separately. The Mayor is requested to further amend the paragraph to provide this clarity.
11	102	Paragraph 3.53a first bullet point	The Council considers that specialist student housing should be located in close proximity to the higher education facilities to which the occupants of such housing attend, thereby minimising traffic impacts and encouraging cycling and walking. The Council would therefore recommend that the first bullet point be replaced or amended to include reference to Table 2.1 and therein, the outer London development centres for which higher education is of greater than sub-regional importance.
12	110	Paragraph 3.71	The Council supports the amendment regarding the need for developers to provide development appraisals demonstrating that the maximum amount of affordable housing is being provided.
13	122	Policy 3.19	It is unclear why it is being proposed to replace the well known term 'floodlighting' with 'sports lighting' within the Policy. The Council is concerned that this change in terminology does not give rise to ambiguity and would invite the Mayor to consider whether such a change adds clarity and is necessary.
14	145	Policy 4.8Bg	The Council welcomes and supports the amendments to the Policy to better manage clusters of uses within town centres. However, the Council considers that one of the significant impacts of clustering, in particular hot food takeaway uses, is on people's health and wellbeing. The Council therefore recommends that an additional sub-criterion should be added with regard to the health and wellbeing of communities, with a link provided to Policy 3.2.
15	146	Para 4.48A	The Council welcomes and support the amendment encouraging borough's to maintain and manage local public houses where there is evidence of need and where they are considered to be important and viable community assets. We would also support any efforts to strengthen this further, either through the Plan itself or through planning guidance, for example by requiring evidence of marketing and viability of sites before redevelopment is considered.
16	148	Policy 4.10Ac	The Council welcomes and supports the amendment that seeks to encourage and support affordable and more flexible office and research space for small companies and start-ups.
17	163	Policy 5.4A	Future gas and electricity infrastructure needs are a strategic planning issue that needs to be addressed at the regional and sub-regional level rather than being left to boroughs to address locally. The Council considers that this has been ineffective in the past and therefore welcomes this new policy and the commitment of the Mayor to work with boroughs and energy companies to better understand the gas and electricity requirements needed to accommodate London's growth. The Council hopes that this will see a reversal in past energy industry practices of reacting to rather than actively planning for growth. The Council therefore feels that the Mayor's engagement should go beyond simply promoting strategic investment and should extend to working with boroughs and DNOs to assess and determine future capacity requirements and

			constraints. The Council would therefore recommend that part D of the Policy is amended to state “Boroughs <u>and the Mayor will</u> work with the relevant energy companies...” The Council considers that such a requirement is already implicit if the Mayor is to satisfy Part C of the policy.
18	180	Policy 5.16A	The Council queries the evidence the Mayor has to support a reduction to the target year by which London is to be effectively self-sufficient in managing its waste within London. Further justification is required to reduce the target from 2031 to 2026.
19	192	Par 5.94A	The Council welcomes and supports the practical response to NPPF requirement to prepare Local Aggregates Assessments.
20	217	Policy 6.9	The Council welcomes and supports the amendments to the Policy to create and encourage an integrated cycle network. It is hoped that the funding to transport up to four outer London borough town centre into cycle friendly ‘mini-Hollands’ may be expended in the future to capture other outer London borough town centre that were not successful in the first round bids.
20	224	Policy 6.13C	The Council welcomes the recognition that much of outer London has very low levels of public accessibility, and there is little option other than private vehicle use and therefore the parking standards of the London Plan should be applied more flexibly in these instances. However, this should not reduce the impetus for the longer term strategic investment still required to improve the public transport accessibility of these neighbourhoods.
21	258	Policy 7.15	The Council welcomes and supports the amendments to the policy which it considers provides greater clarity as to the policy’s application.
22	287	Policy 8.1	The Council welcomes and supports the amendments to the Policy and the Mayor’s commitment to works with boroughs and infrastructure provides to ensure the effective development and delivery of the infrastructure London and boroughs need to support growth the and creation of sustainable communities.
23	290	Policy 8.2	The Council welcomes and supports the amendments to the types of infrastructure that will be afforded priority for planning obligations, recognising that CIL will, in the majority of instances, fund health and education provision. Therefore the elevation of social infrastructure, more generally, as a priority obligation, is strongly supported.
24	293	Policy 8.4	Given that the current Further Alterations stem from, and are predicated on, the need to accommodate levels of population growth not anticipated by previous iterations of the London Plan, the Council is concerned that the policy omits specific reference to the need to monitor London’s population growth at regular intervals over the Plan period. The Council therefore recommends that monitoring of the population projections underpinning the growth requirements of the Plan should form a key indicator and be reported alongside those for employment growth and housing delivery in the Annual Monitoring Report. The Council considers that this would allow for a clearer comparison of potential disparities between the population projections at paragraph 1.10E of the Plan and the annual projections provided by the Demography team, which are published independently from the AMR on the Datastore.
25	293	Policy 8.4	The Council would also suggest that the GLA give consideration to including household size as a key monitoring indicator, given its significance to the scale of household growth that London needs to plan for. Paragraph 1.15c states that this will be ‘closely monitored’ but the monitoring of such projections does not currently form part of the data provided through the AMR but is rather published independently on the Datastore and without reference to the assumed household size estimates underpinning the current Plan as

			set out in Paragraph 3.16.
26	302	Annex 1 – Harrow & Wealdstone	<p>The Council welcomes and is very supportive of the re-designation of the Harrow & Wealdstone Intensification Area as an Opportunity Area in the revised London Plan. The Council looks forward to working with the Mayor of London to realise the potential of the area in meeting Harrow’s and London’s growth requirements. It should be emphasised that investment in social and physical infrastructure to support growth, including transport facilities, must be an essential basis for the Opportunity Area to proceed. In particular, support from the Mayor (GLA & TfL) in upgrading Harrow on the Hill Station, ensuring this is accessible to all within the community, and continuing to provide much needed urban realm improvements expected of a Metropolitan town centre and required to support new retail and commercial development. Opportunities should also be explored for the redevelopment of Harrow Bus Station to provide an improved and more integrated transport hub. Further, we also welcome the involvement of the Mayor in the delivery of key strategic sites within the Harrow & Wealdstone Opportunity Area, in particular, support with site assembly and ensuring a new and consistent high quality urban design is created that can set the town centre on a new course of vitality, strengthening its importance as an asset to London and Harrow.</p>

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REPORT FOR: CABINET

Date of Meeting:	13 March 2014
Subject:	Proposed Consultation for a New Pinner Conservation Area
Key Decision:	No
Responsible Officer:	Caroline Bruce, Corporate Director of Environment and Enterprise
Portfolio Holder:	Councillor Stephen Greek, Portfolio Holder for Planning, Development and Regeneration
Exempt:	No
Decision subject to Call-in:	No
Enclosures:	Appendix 1 – Map showing proposed Pinner Road Conservation Area, Pinner Appendix 2 – Public request for consideration for Conservation Area status Appendix 3 – Photographs of buildings within proposed Pinner Road Conservation Area, Pinner Appendix 4 – Recommendation from LDF Panel, 3 March 2014 (To Follow)

Section 1 – Summary and Recommendations

This report introduces the proposal to designate a new Conservation Area in Pinner, the Pinner Road Conservation Area, to include those areas shown within Appendix 1, and requests the Panel to recommend the proposed Conservation Area to Cabinet for public consultation.

Recommendations:

Cabinet is requested to authorise officers to undertake a public consultation on the proposed Pinner Road proposal Conservation Area.

Reason: (For recommendation)

As part of the ongoing programme to review the borough's heritage, the Pinner Road, Pinner has been identified as an area of high quality architecture and layout, with mostly locally listed and listed buildings, and has been assessed as worthy of Conservation Area status. The incorporation of this area as one of Pinner's Conservation Areas will ensure the area is covered by the Council's adopted Pinner Conservation Areas SPD (adopted December 2009).

Section 2 – Report

Introductory paragraph

Options considered

2.0 Since 1967 local authorities have been able to protect areas which are valued for their special architectural or historic interest – the character and appearance of which it is desirable to preserve and enhance - through the designation of Conservation Areas under the provisions of Sections 69 and 70 of the Listed Buildings and Conservation Areas Act 1990. The Council are required under section 69(2) of the Listed Buildings and Conservation Areas Act 1990 to carry out reviews 'from time to time' to ensure areas are adequately covered. The Council received a request in November, 2012 from a local representative of the Twentieth Century Society to consider the area along the Pinner Road, Pinner (shown outlined in Appendix 1) for Conservation Area designation. This request is enclosed as appendix 2. The option of not reviewing this area for conservation area status was therefore not considered appropriate.

Background

2.1 The proposed Conservation Area comprises the following locally listed 20th century buildings/structures: the Chapel, lodge (660) and entrance gates and pillars to Pinner New Cemetery, the Art Deco Capel Gardens (flats), Pinner Fire Station, its rear tower and repair workshops. It also includes the associated interesting early 20th century terraced houses built for the firemen and the grade II listed early 20th century Pinner Court (flats). Though most buildings are locally listed, at the 15th March, 2011 LDF committee concerns

were raised over the lack of protection for locally listed buildings. Conservation Area status would bring 10 locally listed buildings within the Pinner Conservation Area designation, introducing more planning controls, including controls over demolition. A review based on further research and study shows the area meets the criteria for designation given the relatively unaltered and high quality 20th century architecture with historic and social merit and good planned layout and landscaping quite distinct from typical surrounding suburban development.

Current situation

Proposed Conservation Area

2.2 It is proposed to seek public consultation on the proposal to introduce a conservation area to include Capel Gardens, Pinner Court, Pinner Cemetery, Pinner Fire Station, its rear tower and repair workshops and numbers 1 to 18 around the fire station. This is illustrated on the map within Appendix 1 and officers are of the view that these properties meet the criteria for conservation area status as set out in the Pinner Conservation Areas SPD (“the SPD”). The SPD states that to warrant designation as a Conservation Area the area should fulfill two or more of these criteria:

- i) Areas with a high concentration of Listed Buildings whether statutorily or locally listed;
- ii) Areas of historical, social, economic and/or architectural merit;
- iii) Areas with a high proportion of buildings built prior to 1920, which remain largely unaltered;
- iv) Areas built post 1920 that are innovative in planning or architectural detail, and where a large proportion remain unaltered;
- v) A significant group of buildings with distinct physical identity and cohesiveness; and
- vi) Areas which have a special quality, where the site layout and landscaping are of exceptionally high quality and/or contain historic open space, natural landmarks or topographical features;

2.3 In officers’ view the area proposed for Conservation Area status warrants designation as it meets two or more of the above criteria. The area is of high architectural and historic merit. It would add a high concentration of listed and locally listed buildings – 12 on just 6 ha of land, which is all of the buildings with the exception of the firemen’s houses. The locally listed Chapel, and stone lodge (circa 1933) are of high architectural quality given their dry Tudor revival design approached through attractive grand iron gates and stone pillars, and their symmetrical layout relates to and harmonises with that of the later flats and fire station.

2.4 There is a high concentration of buildings built post 1920 that are innovative in planning or architectural detail, and where a large proportion remain unaltered. Buildings comprise both Capel Gardens and Pinner Court (1935-6) which are two remarkable and exceptionally fine and complete examples of suburban inter-war Modernist apartment building design featuring striking and unifying Art Deco features (including strong lines and Crittall-style

windows) and Pinner Fire Station, its rear tower and repair workshops and firemen's cottages which were built in a symmetrical plan form in 1937 as one group to complement the Art Deco architectural design of the flats.

2.5 The area has historic and social merit. The cemetery provides a good example of one of a number of cemeteries which were built to serve the new suburbs between the two World Wars and the fire station is the only known example of an inter-war fire station in Harrow. The flats' Art Deco design echoes that of the grade II listed Elm Park Court in Pinner given its colonial or hacienda style of the mid-1930s. This has social interest since this style was deemed appropriate for private flats intended for a middle-class community aping a Hollywood lifestyle.

2.6 The area has special quality, where the site layout and landscaping are of exceptionally high quality and/or contain historic open space, given the entire area has a planned, symmetrical layout with each part incorporating a large set back from the road behind generous forecourts and ornamental boulevard gardens, creating attractive open spaces in contrast to most streets in the surrounding suburban Metroland. Likewise the symmetrical Pinner new cemetery layout incorporates high quality planned boulevard space. Pinner Court and Capel Gardens' special site layout is added to given the Art Deco style lamp standards laid out throughout the grounds and Pinner Court's Modernist fountain centrepiece. Furthermore, again there is generally a good level and quality of private greenery around the residential properties adding to the streetscene.

2.7 There is a distinct physical identity and cohesiveness provided by the uniform high quality, good condition and largely unaltered quality of architecture and materials. A cohesion is given as each of the three parts of the proposed conservation area were built as a unified groups (first the cemetery, second the flats, and third the fire station and associated buildings) whose layout was carefully planned to relate to each other.

Implications of Designation

2.8 Designation would mean the local planning authority would need to pay special attention to the desirability of preserving or enhancing the character or appearance of the area where any application for planning permission or advertisement consent was submitted. However, since Pinner Court and Capel Gardens are flats and the Fire Station is still used as such, planning permission is already required for almost all external alterations. Therefore conservation area status would not change the requirements for planning permission with the exception of a minor additional requirement for permission for solar panels. Similarly, since the buildings are already locally listed a similar need to preserve special interest is applied whenever an application for permission or advertisement consent is submitted. However, the additional control that would be introduced would be over demolition. It would also give protection to the trees within the conservation area and mean fewer types of advertisements can be displayed with deemed consent.

Proposed Consultation

2.9 Public consultation is proposed in order to gather more information on how the area meets the criteria for conservation area status. It is proposed that public consultation would entail letters to all owners/ occupiers within the proposed conservation area, adverts on lampposts in or near the areas concerned, an advert in the local paper and consultation with national and local amenity groups such as the Harrow Heritage Trust, the Harrow Hill Trust, the Twentieth Century Society and English Heritage.

Consequences of Designation

2.10 If designated following public consultation the general consequences are as follows:

- 1) The Local Planning Authority is under a general duty to ensure the preservation and enhancement of conservation areas
- 2) Notice must be given to the local authority before works are carried out to any tree in the area
- 3) Planning permission is required for the demolition of any unlisted building in the area and the local authority or the Secretary of State may take enforcement action or institute a criminal prosecution if permission is not obtained.
- 4) The requirements for planning permission are somewhat different in a conservation area. In this instance though, since the majority of residential units are flats and therefore require planning permission anyway for most works unless they include certain sustainable development proposals. There would only be slightly higher requirement for planning permission for sustainable development equipment on walls or road slopes that are the main elevations visible from a road or part of the curtilage visible from the road.
- 5) Extra publicity is given to planning affecting conservation areas; and the planning authority is to take into account the desirability of preserving and enhancing the character of the area when determining such applications.

Summary

2.11 It is recommended that public consultation takes place for the proposed Conservation Area to include the area shown within Appendix 1. This is because the area concerned meets two or more of the criteria for conservation area status.

Legal Implications

2.12 The Council are required under section 69(2) of the Listed Buildings and Conservation Areas Act 1990 to carry out reviews 'from time to time' to determine whether any parts or further parts of their area should be designated as conservation areas; and if it so determines, that part(s) shall be so designated. Although there is no statutory requirement for consultation it is considered appropriate that the proposal to designate the area with Conservation Area status is subject to a public consultation given the effect that such designation may have on future development proposals within the area. Members of the public will be able to comment on the proposals and

those comments will be considered in advance of a formal decision being made.

Financial Implications

2.13 The costs of consultation (mainly printing and distributing of document and letters) and designation if designated following public consultation will be contained within existing service budgets.

2.14 Local Authorities have a statutory duty to publish proposals for the enhancement of their conservation areas under the National Planning Policy Framework and to make information about the significance of the historic environment gathered as part of plan-making or development management publicly accessible. The proposal to publicly consult on the draft Conservation Areas Supplementary Planning Document (SPD) with the aim of making this formally adopted planning guidance as an SPD would help meet these objectives and contribute to the Council Priority for United and Involved Communities. It is likely to have a positive effect on local residents' perception of the degree to which the Council takes account of their views and how far people can influence decisions affecting their area, which are measured through the bi-annual Involvement Reputation Tracker.

Risk Management Implications

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

2.16 There are considered to be no risks associated with the proposed extension to the Conservation Area.

Equalities implications

2.17 Was an Equality Impact Assessment carried out? No

2.18 EqlA screening was undertaken in the course of introducing the existing Pinner Conservation Areas that raised no matters of equalities impact of significance that would warrant a full EqlA. It is considered that the findings of the EqlA screening remain applicable to the current proposal to extend the existing Conservation Area designation.

Risk Management Implications

2.19 Risk included on Directorate risk register? No
Separate risk register in place? No
There are no risks.

Equalities implications

2.20 Was an Equality Impact Assessment carried out? No

2.21 EqIA is not considered necessary in respect of the production of guidance on the character and appearance of a Conservation Area and preserving this special character. Such an assessment is based on the architectural and historic merit of the area.

Corporate Priorities

2.22 The decision sought will help the Council meet the following corporate priorities: of a cleaner and a fairer borough by helping ensure the attractiveness of the borough as a place to live and demonstrating that the Council seeks and listens to the views of its residents.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 11 February 2014		
Name: Katherine Hamilton	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 February 2014		

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 11 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 11 February 2014		

Section 6 - Contact Details and Background Papers

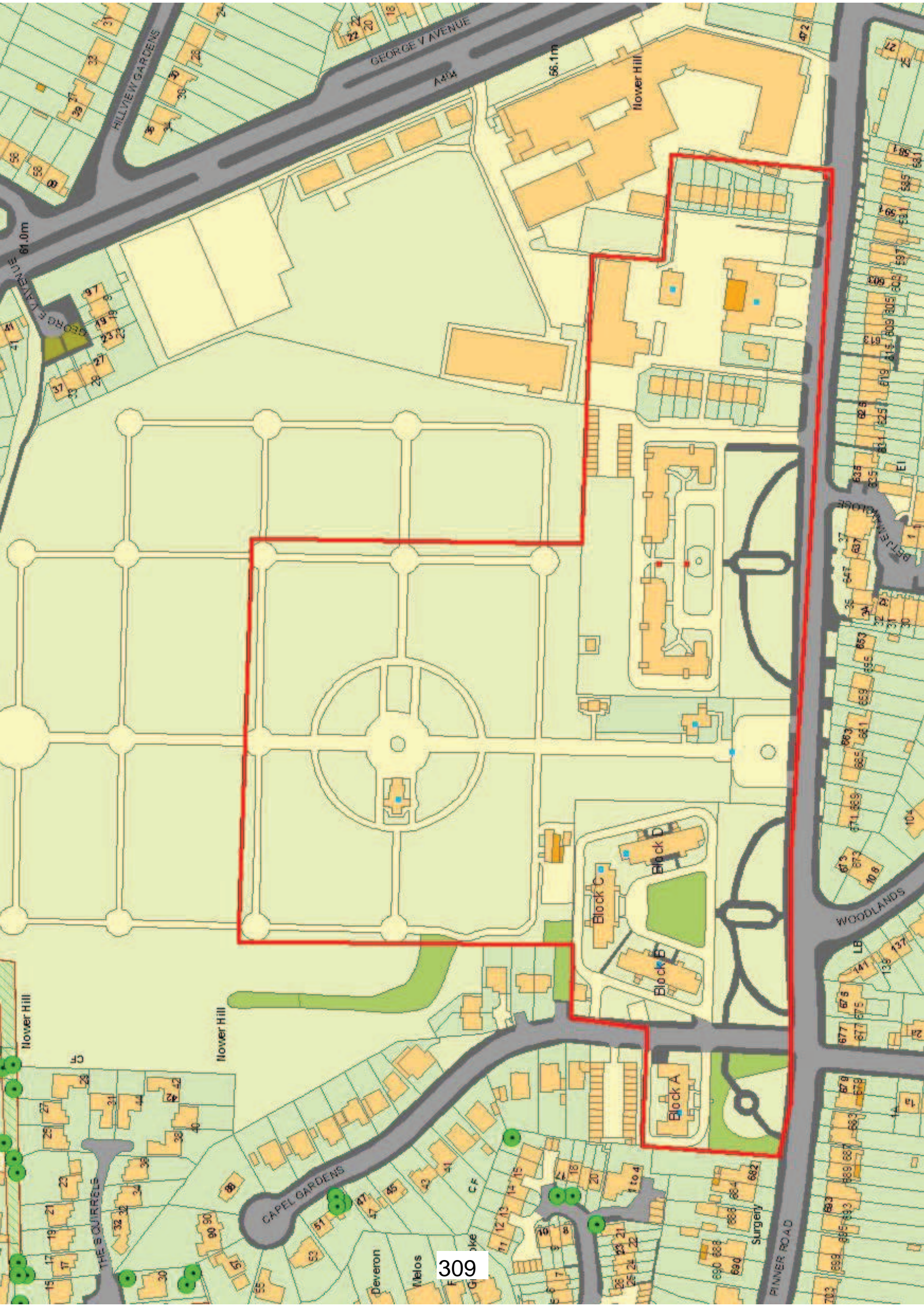
Contact: Lucy Haile, Principal Conservation Officer
Tel: 0208 736 6101

Background Papers: None.

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

NOT APPLICABLE

[Call-in applies]



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Dear Miss Haile,

RE: PROPOSED PINNER ROAD CONSERVATION AREA

Following discussions over the past year with regard to Pinner New Cemetery, Pinner Road Fire Station, Capel Gardens and the boulevard gardens to both Pinner Court and Capel Gardens, I write to propose that these properties are incorporated into a new conservation area (see attached plan indicating possible conservation area) that would provide an element of protection to what is an historically interesting group of buildings and grounds.

On the 14th November 2011 I wrote to you making a similar suggestion and provided you with some historical information about the Pinner Road Fire Station. Since then we have had the opportunity to visit the cemetery and view the lodge house, chapel, and related outbuildings, all built in brick and stone of a unifying character and appearance.

The entrance gates and railings together with the tree-lined avenue up to the central circle and attractive chapel create an impressive approach for visitors to the cemetery.

Both Capel Gardens and Pinner Court (1935-6) are good complete examples of inter-war modernist apartment building design with ornamental boulevard gardens.

Pinner Road Fire Station, outbuildings and firemen's housing (1937-8) were built in a symmetrical plan form and complement the 'art deco' architectural design of Capel Gardens and Pinner Court.

The apartment buildings, fire station and cemetery entrance are all set back from Pinner Road providing generous fore-courts and gardens creating an attractive boulevard open space in contrast to most streets in suburban Metro-land. I feel that this group of buildings and open space are worthy of protection and provide a unique glimpse of relatively unaltered Metro-land within the borough.

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REPORT FOR: **CABINET**

Date of Meeting:	13 March 2014
Subject:	Strategic Performance Report – Quarter 3
Key Decision:	No
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Portfolio Holder:	Councillor Paul Osborn, Portfolio Holder for Communications, Performance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 – Strategic Performance Report

Section 1 – Summary and Recommendations

This report summarises Council and service performance for Quarter 3 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 is arranged to correspond with 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

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.

Priorities

The report deals with the delivery of all Priorities.

Section 3 - Statutory Officer Clearance

Name:	Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	13 February 2014		
Name:	Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	13 February 2014		

Section 4 – Performance Officer Clearance

Name	Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Strategic Commissioning
Date:	7 February 2014		

Section 5 – Environmental Impact Officer Clearance

Name	Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date:	11 February 2014		

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 3, 2013/14

Council-wide progress

Financial Position

Revenue at Quarter 3

The 2013-14 Quarter 3 revenue financial monitoring indicates a forecast overspend of £1.903m. This represents an adverse variance of 1.1% against the approved revenue budget of £181.063m as summarised in table 1 below. The forecast overspend has increased by £0.02m since Quarter 2.

Table 1: Revenue Monitoring – Quarter 3 2013-14

	Quarter 3 Revenue Variance £m	Quarter 2 Revenue Variance £m	Change £m
Directorate			
Resources	(0.08)	(0.18)	0.10
Environment & Enterprise	0.78	0.80	(0.02)
Community, Health & Wellbeing	1.00	1.18	(0.18)
Children & Families	0.93	0.81	0.12
Directorates Subtotal	2.63	2.61	0.02
Corporate/below the Line	(0.73)	(0.73)	0.00
General Fund Total	1.90	1.88	0.02

Capital at Quarter 3

The 2013-14 capital programme agreed by Council in February 2013, adjusted for slippage from 2012-13 outturn and other budget movements totals £93.2m at Quarter 3. The revised budget as at Quarter 3 includes £30.4m slippage from 2012-13 and additional grant funded expenditure of £14.8m. The forecast under spend at Quarter 3 is £28.8m, of which it is anticipated carry forwards of £20.6m will be requested. This is shown in table 2 below.

Table 2: Capital Programme Monitoring Quarter 3

	£m	%
Total capital budget for the year	93.2	
Total spend forecast in the year	64.4	69
Variance against the budget	(28.8)	(31)

A more detailed report on the reasons for capital and revenue monitoring is contained in the report to February 2014 Cabinet on Revenue and Capital Monitoring for Quarter 3.

Community, Health and Wellbeing

Homelessness demand has been contained and expectations around the availability of social housing managed by working with the 350 families affected by the benefit cap, to find appropriate housing solutions and claim Discretionary Housing Payments where appropriate. The procurement of private rented accommodation has been successfully increased by nearly 40% since quarter 2 and additional legal resource funded in order to clear delays procuring **temporary accommodation** and reduce numbers in B&B. However, pressure on the service is likely to remain into and beyond 2014/15.

The new **Allocation Scheme** was launched on 22 October 2013 and the **void letting** process is now on target, with an average turnaround of 14.88 days in Q3.

Architects have been appointed to take forward detailed **regeneration feasibility studies** on selected council housing estates, with a comprehensive consultation approach agreed with HFTRA¹ having now started. The Homes for Harrow campaign launched in January 2014. A major project to significantly improve flats in Francis Road was substantially completed in December 2013 and tenant satisfaction is high.

In Adult Social Care, a **Safeguarding Peer Review** in November 2013 concluded that Harrow has a very impressive service with evidence of strong practice and leadership. The team judged that Harrow was in a strong position and provided recommendations to enable us to move 'from good to great'.

A visit by Glen Mason, Department of Health Director of People, Communities and Local Government, along with the First Secretary of the Japanese embassy, produced high praise for Harrow's work on **personalisation** and how this translated to real improvements in outcomes.

The service's first **market position statement** sets out how providers can make Harrow the best place to receive adult social care and support. Harrow has been one of the first to complete this mandatory statement. Positive feedback was given by the Institute of Public Care.

Completion of Government's **Autism Self-Assessment** to assess the progress of the local Autism Strategy confirmed a 13% increase in the number of green rated results in the two years since the last assessment. Services for people with learning difficulties were given an annual health check as part of the Harrow Health and Social Care Annual **Big Health Check Up Day**, to ensure they meet the needs of the people using them.

In Community & Culture, the **Adult Learning** service received an Ofsted judgement of Good, the refurbishment project for the **Great Barn** commenced and the **Local History Library** reopened at the Museum. The **Leisure Centre** refurbishment was completed and the **Carramea Community Centre** was launched. A new Voluntary and Community Sector infrastructure support service provider was appointed.

Use of the **People's Network** computers increased. However, **issue levels for libraries** dropped to an unexpected extent and this is under investigation, likely due to the implementation of a new Library Management System in October which may not have captured all of the data during implementation phase.

¹ Harrow Federation of Tenants' and Residents' Associations

In Public Health, the Harrow in-house **Smoking Cessation** service achieved the National Centre for Smoking Cessation and Training (NCSCT) accreditation in November – the first service in the country to do so.

The Public Health Team is working with Human Resources Development in carrying out the **London Healthy Workplace Charter** self assessment of Harrow Council. The Director of Public Health's **annual report** in respect of the joint service has been published. Service providers are now working to local government contracts including those for drug and alcohol and school nursing. The **Health Visiting and School Nursing** review continues on schedule. Recruitment in Public Health is difficult with no suitable candidates applying for advertised roles.

Children and Families

The Children and Families Directorate is continuing its work to improve service quality and outcomes for children and families. Children's Services remains the most intensely regulated area of local government, with intensified inspection regimes around schools and safeguarding.

Good feedback was achieved in the **Ofsted thematic inspection** where inspectors commented favourably on many areas of practice and improved outcomes for families and children.

Good progress has been made on **recruiting staff** to key posts and there are currently no vacancies for Team Managers in Targeted Services. Nonetheless vacancies remain in the establishment and recruitment and retention remain a continuing challenge in the face of a national shortage of key professionals.

Quality Assurance work across services including various forms of **self-evaluation** has provided challenge and supported improvement, with Ofsted Inspectors reporting on the audit of 12 cases that we 'knew ourselves well'. Progress has continued in **re-commissioning services** around disability, Children's and Adults' Mental Health Services and tripartite support for the most vulnerable.

The **Early Intervention** Teams also increased the level of support provided, engaging with 173 new families in the quarter. The rate of **re-referrals to social care** has reduced for Q2 and Q3, indicating that original intervention has been successful. We continue to have low rates of children subject to a **child protection plan** for more than 2 years, again indicating that our interventions are timely and appropriate.

In **school inspections** 92% stand at "good" or above. 53% are currently "outstanding". Hatch End and Vaughan schools both retained "good" in inspections during the quarter. Four schools "require improvement" and one was found "inadequate". Education Strategy and Harrow Schools Improvement Partnership are risk assessing and providing targeted support to local schools. The Attendance Intervention model (AIM) project is progressing well and **attendance** improved in both primary and secondary schools in Autumn Term 2013.

Work on the **Families First** project is covered under *Transformation Programme*, below.

Environment and Enterprise

Quarter 3 has seen further progress in the implementation of the Towards Excellence programme, which is further described under Transformation Programme below, and at the same time service to residents has been maintained and is improving in key areas of public interest.

Substantial reinvestment in **street cleaning** paid early dividends with the borough's main shopping centres all becoming nearly (98%) litter free, following the deep cleaning of some 40 miles of roads in and around shopping centres. However, NI 195 overall has shown some deterioration in Q3 due to previous de-investment impacting the first part of the quarter.

Elsewhere in the borough a dedicated blitz team was formed to tackle 'hot spots' and in 12 weeks moved more than 250 tonnes of rubbish. Complaints about Public Realm services dropped by 26% by the end of the quarter.

More than 450 acres of **Parks** were returned to formal maintenance and a parks blitz team started tackling a backlog of grounds maintenance and hot spots. A reconfigured **Trees Service** has been put in place, together with an updated tree strategy and a new maintenance programme from 2014/15.

Weeks of Action were supported, including initiatives against "beds in sheds" and a number of illegal and antisocial activities. The resources for **planning enforcement** were doubled from two to four staff near the end of the quarter, which has already led to an increase in enforcement activity for Q3. A noticeable increase in the number of enforcement notices served is expected in quarter 4. A Community Engagement **Recycling Support Scheme** was introduced, to encourage recycling and reduce contamination.

The reinvigoration of the **Neighbourhood Champions** scheme has continued during Q3, with 948 Neighbourhood Champions trained and in place, 21 recent trainees awaiting PNC (Police) checks and 244 potential recruits awaiting training.

The Environmental Service Delivery team responded well to the **St Jude's and Christmas storms** which considerably increased demand and disrupted normal service delivery. The loss of a very well respected colleague during the first of these storms was particularly hard felt.

In economic development, local businesses voted 'Yes' to create a **Business Improvement District** (BID) in the Harrow town centre area, which will operate from April 2014 and is expected to generate £1.8 million over five years. The Harrow Means Business Expo in October attracted 250 businesses. The Xcite team delivered 32 workshops and completed over 170 one to one meetings with job seekers, supporting **58 residents into employment**. Research showed that we created over 1,000 jobs in Harrow between 2011 and 2013 and that the trend of falling **retail vacancy rates** continues in the town centre.

Three major public consultations were completed on **parking controls** in North Harrow, Belmont Circle and Queensbury. Bids to TfL saw success in the award of £100k stage 2 funding to commission design and consultation of the **Sudbury Hill town centre** scheme,

in collaboration with Ealing and Brent boroughs, and £568k over three years from 2014/15 to deliver **cycle training and cycle parking**.

Harrow's **Community Infrastructure Levy** (CIL) was formally brought into effect on 1 October 2013 and over time is anticipated to raise circa £1m p.a. of funding towards the delivery of much needed strategic infrastructure. Three further Supplementary Planning Documents were issued and the 2012/13 Authority's Monitoring Report confirmed that the vast majority of targets set in the Local Plan are on their way to being achieved, including the ambitious target of 40% of all **new homes** being affordable.

Performance on **serious acquisitive crime** continues to improve, showing substantial reductions including residential burglary, which continues to fall compared to the same period last year. Serious **Violent Crime** continues to increase, although we are still below average for London.

Resources

The number of **MyHarrow** accounts is now in excess of 52,000 and the proportion of **web forms and web visits** as a proportion of overall contact stands at 69%, reflecting the increasing use of self service by customers. Nonetheless, total **call volumes** continue to increase, almost entirely in relation to the Revenue and Benefits Service, reflecting the effects of the economic situation and changes due to welfare reforms.

Customer satisfaction remains high with the One Stop Shop at 96% despite the requirement to make an appointment. **Waiting times** have increased to 05mins56 from 04mins37, although this is well ahead of the target of 10 minutes. **Resolution of enquiries** at the first point of contact has risen above target to 94%. The average **cost per transaction** in Access Harrow is £0.73 against a target of £0.80.

A new **Workforce Strategy** has been agreed and, together with a new format for the completion of appraisals, will be introduced from April 2014. A new contract supporting the **recruitment** of permanent staff was agreed at Cabinet January 2014 which will make use of the Pertemps contract and redesign the recruitment process.

Transformation Programme

This section provides progress updates on phase 2 of the Council's Transformation Programme.

School Expansion Programme – The School Expansion Programme aims to secure sufficient school places at primary, secondary and special schools for the increased demand arising from population growth. Permanent expansions at eight primary schools were implemented in September 2013 as Phase 1. Cabinet have agreed to publish Statutory Notices to expand 14 primary schools permanently. The final decisions will be made at Cabinet in March 2014. A further permanent expansion is also proposed following confirmation from the Education Funding Agency that funding could be transferred.

Work is being undertaken to develop Phase 3 of the primary expansion programme. Cabinet also agreed the secondary school expansion strategy in November 2013 - a planning framework that will expand three special schools and establish three SEN units at

mainstream schools. Pre-planning engagement activities are being undertaken in preparation for the submission of planning applications for these school expansions.

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 rollout of thin client and mobile devices continues; however, stability is still an issue for services who wish to progress to new ways of working.

- MS Lync - the communications campaign for MS Lync (instant messaging) is ready to go. Formal user acceptance testing is yet to be signed off.
- Sharepoint design continues with a pilot being run in Business Transformation Partnership & Customer Services Division initially.
- Change management coaching is being delivered for Legal & Governance and Housing to ensure that the implementation of new ways of working for both services is delivered effectively.
- Workshops have completed in Early Intervention Services, equipment has been rolled out, and accommodation plans expected imminently with coaching to follow.
- Mobile & Flex is now being rolled out to Planning with change management workshops scheduled for mid February.
- A combined vision for M&F and Accommodation is being prepared for consideration by Statutory Directors' Board in March.

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. Refurbishment of the 4th Floor is in progress to enable Planning & Building Control (based on 3rd Floor, North Wing) to move to the 4th Floor, freeing up space for Revenue & Benefits Team to move from Civic 5 & 6 to the 3rd Floor. Awaiting quotations for the demolition of Civic 2 and new car park space.

Families First – The Early Intervention Service (EIS) in Children & Families is continuing to lead on implementation of the Families First project (known nationally as 'Troubled Families'). The project is currently working with 175+ high need families. The recruitment of additional resource is ongoing and expected to be used in an EIS team with additional focus on Families First. The identification of additional families who meet the criteria is complete and they will be allocated key workers. Analysis on the cohort of families will be undertaken. Overall results put Harrow ahead of the national average.

Towards Excellence – The former PRISM² project has been incorporated into "Towards Excellence", a wider Environment & Enterprise programme. Key achievements so far include completion of all the initial recruitment, initiation of the cultural change programme and progress towards delivering the technology. Service reviews and operational improvement projects are underway.

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. Contractors are currently working on improvement plans for both contracts.

² Public Realm Integrated Service Management

The works at the leisure centre were completed in December 2013. Increases to the number of visitors and users of the leisure centre have been reported.

The **library staffing review** is now complete with a lower than originally anticipated level of redundancy. The new structure commenced on schedule (February 2014). Planning consent submitted for Great Barn at **Harrow Museum** but we are still in dialogue with English Heritage and finalising contract costs before tender.

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 parking charges have been fully implemented and became operational on 6 January. Project closed.

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, altogether supporting the Council's move to reduce the amount of cash manually handled across the organisation. All aspects of operational cashless parking are running well and are monitored daily. The integration between IT systems is nearly concluded. Residential e-permits will form part of the existing online My Harrow rather than using the RingGo solution.

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. All four properties in the auction held on 17 December 2013 were sold and completed.

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 Anns Road - Work has recommenced after the construction break for the Christmas trading period and will complete by the end of March.
- Lowlands Recreational Ground - Site work has commenced with the improvements to Station Approach and the entry into the park area. Building work will commence in late February with a programme of 16 – 18 weeks completing in June.
- Kymberley & Clarendon Scheme – Works have commenced on site with completed scheduled for mid March. Works involve changes to the carriageway with a considerable amount of traffic diversions which may cause short term traffic disruption but will be closely monitored and adjusted if necessary.
- St John's Square - The delivery team have completed design works so the scheme is ready for implementation at a time when S106³ funding is available.

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. Nine out-of-borough routes have now been offered to companies on the transport framework through a tendering process and the successful companies have now been informed. These routes will start with the new contractors after the February half term. Staff and Unions are being kept informed of progress through meetings and letters. Further routes will be offered out to the framework but that will have to run concurrently

³ Section 106 of the Town and Country Planning Act 1990 (as amended) – an agreement between a developer of land and the local planning authority may include a contribution towards infrastructure works

with any Voluntary Severance Scheme to ensure correct staffing levels are maintained throughout this process.

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, and the new system is functioning. An issue has arisen regarding the cost of transaction charges which is being investigated. Any remaining technical issues will be resolved through the next system upgrade.

Project Minerva – This project aims to determine the options available to 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. Cabinet considered recommendations on the way forward on 15 January 2014. Planning for the next stage of work is under way and there will be a number of significant projects falling under the Minerva umbrella.

Category Management: Improving Spend Management through Cross-Departmental Working – This project aims to establish the operation of cross-Council teams, with each team working together to manage Council spend on a specific category of expenditure in a way that delivers best possible value for money for the entire Council. New staff are currently being recruited into the Commercial, Contracts and Procurement team, and will take up responsibility for work on specific categories.

Transforming Financial Management – The Finance restructure has been completed and this project is closed.

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 adults in contact with secondary mental health services living independently with or without support.

Objective 2 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support

Progress is being made against targets for this objective, however these can be further improved.

Objective 3 – Minimise the impact on health inequalities and deprivation in the Borough through partnership working

Progress is being made against the targets, especially with regards to positive action taken to prevent homelessness.

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, and good progress is being made for adults with learning disabilities in employment.

Objective 5 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse

Progress against this objective is being made, however we can improve on the number of neighbourhood champions recruited and the proportion of domestic violence cases reviewed at MARAC.

Objective 6 - Minimise the impact of budget cuts on equality groups (protected characteristics)

All cabinet reports are subject to an EqIA, and an EqIA Quality Assurance Group has been established to review all completed EqIAs supporting Cabinet Reports. Directorates have developed annual EqIA 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

71% agreed and 25% disagreed that people get on well together in their local area (Reputation Tracker, November 2013) which has gone down from last year. 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 serve

Our performance (52.76%) exceeds the target (50%) for women in the top 5% of earners. An action plan (Making a Difference project) has been developed and will be implemented to address the other measures.

Corporate Priority: Supporting and protecting people who are most in need

Performance Measures

A. Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
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	HR 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	LG	A
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)	New in 2013/14	LR	HR

B. Families and individuals most in need are helped to access affordable housing, find employment and get out of or avoid poverty			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
The percentage difference between Harrow and the rest of London in respect of JSA claimants	LG	HR	HR
Number of affordable homes delivered (gross)	HG	HG	HR
Number of affordable family homes completed	New in 2013/14	LG	LG
Total number of households to whom we have accepted a full homeless duty	HG	HG	LG

C. Harrow residents are supported to live as independently as possible			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
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)	A	A	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

D. Preventing, managing and improving mental health, particularly of young children and teenagers			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Adult Mental Health client data is included in relevant indicators in tables A and C. We are working with partners to develop further measures in this area.			

E. Maintain life expectancy in the borough, but reduce the health inequalities gap			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.	New in 2013/14	Note 4	
Adult participation in sport and active recreation (Sport England Active People Survey results) (annual)	HG	Reports in Q3 only	A
Number of smoking quitters	New in 2013/14	LR	Note 5
Number of eligible people receiving health checks	New in 2013/14	HR	Note 5

F. Reduce the gap between educational attainment of the more vulnerable and disadvantaged groups of young people and the general child population			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
The % of children with a good level of development. Children are meeting or exceeding the Early Learning Goals in the following areas: 1. Communication & Language; 2. Literacy; 3. Maths; 4. Personal, Social & Emotional Development; 5. Physical Development (Annual) See note below New measure introduced by the Department for Education, replaces a previously reported measure	Revised 2013/14	Note 6	Reports in Q2 only
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual) See note below New measure introduced by the Department for Education, replaces a previously reported measure	Revised 2013/14	Note 6	Reports in Q2 only
Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)	Reports in Q2 only	Note 7	Reports in Q2 only
Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)	Reports in Q2 only	Note 7	Reports in Q2 only
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual) See note below New measure introduced by the Department for Education, replaces a previously reported measure	Revised 2013/14	Reports in Q3 only	Note 6
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual)	HR	Reports in Q3 only	HG
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual) See note below New measure introduced by the Department for Education, replaces a previously reported measure	Revised 2013/14	Reports in Q3 only	Note 6
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual)	A	Reports in Q3 only	LR

Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
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	HG	HG	HR
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	HG	HG	A
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	HR	HG	LG
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	HR	HG	Note 8
Termly rate of overall absence in primary schools (Not reported in Q1)	HR	HG	HG
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	LR	HR	HG

Measures in blue text do not report every quarter.

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	Latest figure available is for the period July 2012 to June 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	The business is in discussion with other London LA's on the methodology to be applied in measuring this new indicator.	
Note 4	NHS England have continuing problems with this indicator and are now reporting that data will be available in Q4.	
Note 5	This measure reports one quarter behind. So, the latest data for Q2 is published in this Q3 report. Q3 data will be available at Q4.	
Note 6	New measure, target not yet determined.	
Note 7	Target not yet determined.	
Note 8	Q3 2013/14 actual not available.	

Summary of key challenges

First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period

Q3 figures shows a slight increase in the number of first time entrants for Harrow. Harrow's FTE rate per 100,000 population is 296 compared to 480 nationally and 370 for comparator Youth Offending Teams. The national trend is a downward trajectory. Changes in the criminal justice system now put a greater emphasis on keeping young people out of the system by using alternative interventions for those committing minor offences or identified as at risk of offending. Despite the slight increase for Q3 quarter, overall, Harrow's FTE rate has dropped faster than comparator authorities and national rates due to joint work between the Youth Offending Team, Police and Early Intervention Teams as well as our successful Triage system's initiatives and early interventions.

Timeliness of assessments, percentage completed in 45 working days (year to date)

This continues to be a priority area for improvement as workforce issues are addressed. However, in December, 90% of assessments were completed in timescale, which is a major improvement.

The percentage difference between Harrow and the rest of London in respect of JSA claimants

The highest level of unemployment in Harrow in the last 5 years was 3.4% in February 2010, at that time the JSA count in London was 4.5%. The JSA count in December 2013 in Harrow was 1.8% and in London it was 3%.

In November 2013, the JSA count was 2.8%, between November and December there has been a 0.2% decrease in Harrow's claimant count. In November 2013, the claimant count in London was 3.1% and in December it was 3%; in other words a 0.1% decrease.

Over a five year trend the rate of decline in JSA has been higher in Harrow than in London, and in the last recorded period for Q3 the rate of decline has been higher in Harrow than in London.

Number of affordable homes delivered (gross)

One scheme slipped in Q3 and is now due to complete in Q4. We anticipate meeting our year end target.

Number of smoking quitters

The stop smoking service is below the target and performance for the previous year. Quit rates, however, are similar to last year.

Progress on the recovery plan has included delivery of top up training for 80 providers, introduction of dual prescribing by pharmacies, delivery of the Stoptober campaign, completion of follow ups with all Quarter 1 entrants who did not complete the programme, and discussions with Boots chemists to increase throughput. With the no smoking day scheduled for March, the annual target remains achievable.

Number of eligible people receiving health checks

Health check provision is mainly via general practices at present, but activity has been low. Only 18 of the 35 practices signed up to the Local Enhanced Services agreement are actually delivering health checks regularly. Other practices only provide them on an ad hoc basis in small numbers. Practices have been distracted by other demands from NHS England and the Clinical Commissioning Group. Public Health is procuring additional providers to boost the service over the next six months – particularly focusing on those who do not access the service through GPs, i.e. working age men, ethnic minority populations – while considering the provision and delivery of the whole service for the future. Currently out to procurement via the Local Pharmacy Committee for 10-15 local, community pharmacies. Procurement process near completion for a community outreach provider. Once providers are in place, increased publicity and social marketing will take place.

Achievement gap between pupils with special educational needs and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4

28.6% of pupils with the SEN provision School Action, School Action plus or Statement attained 5+ A*-C GCSEs including English & Maths, compared to 77.7% of their peers who had no SEN provision. Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The Education Performance Team and Education Strategy & School Organisation team are working closely on a data-based rationale for commissioning to address this aspect.

Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population

This indicator is measured in line with the academic year; end of year performance was 12%. The data for Q3 relates to the end of term 1 of the new academic year. 11 out of 79 school aged children have had at least 1 fixed term exclusion. Of the 11 Children Looked After (CLA), 3 have been looked after for over 1 year.

Harrow School Improvement Partnership has been commissioned to support improvements in the CLA virtual school. This project, involving a range of Council and school staff, began during Q3 to drive improvements in attendance, achievement and educational experience for CLA.

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	
	Q3	Q2	Q3
Improved street and environmental cleanliness, litter	HR	HR	HR
Improved street and environmental cleanliness, graffiti	HR	HR	HR

B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Number of active park user groups (annual)	New in 2013/14	Reports in Q4 only	Reports in Q4 only

C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Residents who are satisfied with the safety of Harrow Town Centre Reputation Tracker (bi-annual)	LG	Reports in Q1 & Q3	LG
Number of residential burglaries	HG	HG	HG
Rate of proven re-offending by young offenders	HR	HR	HG Note 1
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	A	HG	HR Note 2
Repeat incidents of domestic violence	HG	R	R
Percentage of food establishments compliant with food hygiene law	LR	LR	HG
Percentage of street lights functioning [NB reports 1 quarter in arrears]	LG	LG	LG Note 3
Average time taken to repair street lights (days) [NB reports 1 quarter in arrears]	HG	HG	HG Note 3

D. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Residual household waste per household (kg) [NB reports 1 quarter in arrears]	LR	HG	HG Note 3
Percentage of household waste sent for reuse, recycling and composting [NB reports 1 quarter in arrears]	Note 4	LG	LG Note 3

Measures in blue text do not report every quarter.

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	Latest figure available is for the offending cohort January 2011 to December 2011.	
Note 2	Latest figure available is for the period July 2012 to June 2013.	
Note 3	This measure reports one quarter behind. So, the latest data for Q2 is published in this Q3 report. Q3 data will be available at Q4.	
Note 4	No actual for Q3 2012/13.	

Summary of key challenges

Improved street and environmental cleanliness, litter & graffiti

In the last three months of 2013, the Council's decision to invest heavily in street cleaning has already paid early dividends with the borough's main shopping areas all becoming nearly (98%) litter free. This represents a six-fold decrease in litter from the Q3 2012/13 figure, falling from 12% to 2%. Though the overall NI 195 score has shown a deterioration in Q3 (3% in litter), this is due to the de-investment in the service from the MTFS¹ continuing to have an impact in the earlier part of the quarter. Following the initial focus on the town centre, the scores for NI 195 are expected to improve significantly in Q4.

Our crews deep-cleaned some 40 miles of roads in and around Harrow's shopping centres. Strong performance in this area was despite the storms in October and December which diverted environment staff onto urgent repair duties.

This renewed focus has been reflected by a significant drop of 26% in complaints about the Public Realm service, which covers street cleaning, green spaces and refuse collection.

A deliberate decision was made to clear the shopping areas first and use the new blitz team to tackle the worst spots elsewhere. Attention will now turn to the rest of the borough and an improvement in the headline figures for cleanliness across the borough is expected in the next survey.

¹ Medium Term Financial Strategy

First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period

See commentary under Corporate Priority: *Supporting and protecting people who are most in need*, above.

Repeat incidents of domestic violence (NI 32)

For an effective MARAC², Co-ordinated Action Against Domestic Abuse (CAADA) would expect the level of repeat referrals to be in the range of 28-40%.

A repeat rate of less than 28% usually indicates that not all victims who experience further incidents within 12 months of the last referral to the MARAC are being identified, often because agencies have not developed systems to flag files.

The MARAC Self-Assessment Action Plan aims to address the issue of the unexpectedly low repeat rate.

² 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	
	Q3	Q2	Q3
Participation in cultural services (composite measure)	New in 2013/14	LR	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	
	Q3	Q2	Q3
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	
	Q3	Q2	Q3
Percentage who agree the Council takes account of residents' views when making decisions, Reputation Tracker (bi-annual)	A	Reports in Q1 & Q3	LR
Percentage who feel that they can influence decisions affecting their local area, Reputation Tracker (bi-annual)	HR	Reports in Q1 & Q3	HR

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	
	Q3	Q2	Q3
Percentage of residents who agree that people get on well together in their local area, Reputation Tracker (bi-annual)	LG	Reports in Q1 & Q3	HR
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 2	HR
%age of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months [of commencing employment]	New in 2013/14	Note 3	HR Note 4

Measures in [blue text](#) do not report every quarter.

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	No actual for Q2 2013/14.	
Note 3	New measure with a 6 month time lag, so reporting from Q3	
Note 4	Reporting on the Q1 cohort of new starters	

Summary of key challenges

Participation in cultural services (composite measure)

This is a new measure which is a composite of visitor indicators for Harrow Arts Centre, the museum, the leisure centre and libraries. All services are seasonally affected but these can vary. For example, libraries are quieter in Q3 but HAC is busier. Seasonal adjustments will be made once the pattern is established. 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.

Reputation Tracker measures x3

Data related to whole period from May 2013 when previous survey was undertaken. New communication plan and an increased emphasis on media presence has been put in place, concentrated on key messages of cleaner, safer, fairer.

The proportion of measures supporting the Corporate Equality Objectives that are achieved/on target

This measure is a composite of other measures across all Directorates. These measures are reported to individual Directorate Management Teams.

Percentage of new starters who completed the mandatory Equality & Diversity e-learning module within 6 months of commencing employment.

During Quarter 1 there were 54 new starters. Only 6% (3 employees) completed the e-learning E&D module. In order to increase completion rates and adhere to the actions as set out in the Corporate Equalities Action Plan, to ensure the module is completed within 6 months of employment at Harrow; we have

- Revised the Probationary Form to confirm the e-learning module is mandatory training
- Updated the Corporate Induction workshop and are in the process of updating the Induction Checklist so all new staff are clear about this requirement.

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	
	Q3	Q2	Q3
Resident perceptions of town centre and range of shops Reputation Tracker (bi-annual)	LG	Reports in Q1 & Q3	LG
Vacancy rates in Town Centre	LG	LR	A
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	
	Q3	Q2	Q3
Number of affordable homes delivered (gross)	HG	HG	HR
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	HG	HG	LG

C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities			
Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
16 to 18 year olds who are not in education, employment or training (NEET)	HG	HG	HG
Adult and Community Learning - success rates (annual)	Note 3	Reports in Q3 only	A

Measures in blue text do not report every quarter.

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	2013/14 to be the baseline year for the target.	
Note 2	New measure. Provisional target is to be in the upper quartile for London. 2013/14 to be the baseline year.	
Note 3	No target set for Q3 2012/13.	

Summary of key challenges

Number of affordable homes delivered (gross) - See commentary under Corporate Priority: *Supporting and protecting people who are most in need*, above.

Efficient and Effective Organisation

Performance Measures

Performance measures	2012/13	2013/14	
	Q3	Q2	Q3
Percentage who agree the Council provides good value for money, Reputation Tracker (bi-annual)	A	Reports in Q1 & Q3	HR
Percentage who feel the Council keeps them informed of services & benefits it provides, Reputation Tracker (bi-annual)	LR	Reports in Q1 & Q3	HG
Percentage of residents who are satisfied with the way the Council runs things, Reputation Tracker (bi-annual)	A	Reports in Q1 & Q3	HR
Customer enquiries that should not have been necessary (percentage)	LR	HR	HG
The proportion of enquiries that were resolved at the first point of contact	LG	LG	LG
Proportion of web forms and web visits as a percentage of overall contact	LG	A	A
Average cost per transaction (£) (Access Harrow)	HG	HG	HG
Tenant satisfaction with the housing repair and maintenance service (%)	Note 1	A	HG
Total debt collected, at year to date, as a % of total debt raised	HR	LG	HG
Average debtor days, per quarter	HG	HG	HG
Percentage of Council Tax collected	LG	A	A
Variation in business rate yield	New in 2013/14	LG	LG
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	HG	LG
Staff sickness - average days per FTE excluding schools	Note 2	HR	HR
Workforce with IPAD in last 12 months	LR	LR	A
Accident Incident Rate AIR (no. of accidents x 100,000)/average number employed during the period	New in 2013/14	HG	HG
Reportable Injury Frequency Rate IFR (no. of RIDDOR incidents x 100,000)/no. of hours worked	New in 2013/14	HG	HG

Measures in blue text do not report every quarter.

Legend		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met or exceeded target by up to 5%
A	Amber	Just below target but not more than 5% below
LR	Low Red	Between 5 and 10% below target
HR	High Red	More than 10% below target
Note 1	No survey carried out in Q3 2012/13.	
Note 2	No target for this measure until Q1 2013/14	

Summary of key challenges

Reputation Tracker measures x2

Data related to whole period from May 2013 when previous survey was undertaken. New communication plan and an increased emphasis on media presence has been put in place, concentrated on key messages of cleaner, safer, fairer.

Staff sickness - average days per FTE excluding schools

Overall performance has improved since Q1. However the performance excluding Schools has further declined. A plan for improving this was agreed at CSB in October and is being implemented.

Supporting and protecting people who are most in need

Full Scorecard: Quarter 3 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 =	Q3 2012/13			Q2 2013/14			Q3 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%	2.0%	HG	6.0%	2.5%	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	Lower	127	130	A	106	62	HG	62	70	HR
Care leavers not in education, employment or training at 19	Lower			New in 2013/14		31.8%	No RAG Status		35.6%	No RAG Status
The extent to which those with services for 12+ months (personalisation and LTT) had their care needs reviewed during the year	Higher	95%	92.4%	A	85%	88.80%	LG	85%	82.80%	A
Percentage of children with Child Protection Plan for over two years	Lower			Revised 2013/14	6%	4.5%	HG	6%	1%	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%		No RAG Status	100%		No RAG Status
Stability of placements of Children Looked After	Lower	6%	9.82%	HR	11%	3.00%	HG	11.00%	4.20%	HG
Repeat referrals to Children's Social Care (within 12 months)	Lower			Revised 2013/14	15%	11.5%	HG	15.0%	11.9%	HG
Timeliness of assessments, percentage completed in 45 working days (year to date)	Higher			New in 2013/14	90%	84.0%	LR	90.0%	79.8%	HR

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 =	Q3 2012/13			Q2 2013/14			Q3 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%	1.6%	LG	1.6%	1.3%	HR	1.6%	1.2%	HR
Number of affordable homes delivered (gross)	Higher	230	243	HG	68	74	HG	85	74	HR
Number of affordable family homes completed	Higher			New in 2013/14	8	8	LG	8	8	LG
Total number of households to whom we have accepted a full homeless duty	Lower	105	84	HG	85	73	HG	125	122	LG

C. Harrow residents are supported to live as independently as possible

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 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%	79.3%	HG	70%	89.0%	HG	70%	84.2%	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	32%	22.5%	HR	38%	38.1%	LG	41.0%	42.5%	LG
Percentage of social care users who receive self-directed support (of all clients and carers with substantial services)	Higher	64%	61.1%	A	82.0%	79.9%	A	84.0%	80.0%	A

Supporting and protecting people who are most in need

Full Scorecard: Quarter 3 2013/14

Council adaptations: average time taken from assessment to completion of works (weeks)	Lower	35	21	HG	33	20	HG	33	21	HG
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	Lower	35	10	HG	30	8	HG	30	12	HG

D. Preventing, managing and improving mental health, particularly of young children and teenagers

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 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 =	Q3 2012/13			Q2 2013/14			Q3 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%		No RAG Status	70%		No RAG Status
Adult participation in sport and active recreation (Sport England Active People Survey results) (annual)	Higher	18%	19.1%	HG			Reports in Q3 only	19.5%	19.3%	A
Number of smoking quitters	Higher			New in 2013/14	372	337	LR	615		No RAG Status
Number of eligible people receiving health checks	Higher			New in 2013/14	1,650	869	HR	1,650		No RAG Status

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 =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The % of children with a good level of development. Children are meeting or exceeding the Early Learning Goals in the following areas: 1. Communication & Language; 2. Literacy; 3. Maths; 4. Personal, Social & Emotional Development; 5. Physical Development (Annual) Results for Academic Year 2012/13 See note below	Higher			New in 2013/14		45%	No RAG Status			Reports in Q2 only
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual) Results for Academic Year 2012/13 See note below	Lower			New in 2013/14		37.9%	No RAG Status			Reports in Q2 only
Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual) Results for Academic Year 2012/13	Higher			Reports in Q2 only		66.7%	No RAG Status			Reports in Q2 only
Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual) Results for Academic Year 2012/13	Higher			Reports in Q2 only		8.3%	No RAG Status			Reports in Q2 only
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual) Results for Academic Year 2012/13 See note below	Lower			New in 2013/14			Reports in Q3 only		17%	No RAG Status
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual) Results for Academic Year 2012/13	Lower	21%	28.8%	HR			Reports in Q3 only	22%	19.9%	HG

Supporting and protecting people who are most in need

Full Scorecard: Quarter 3 2013/14

Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual) Results for Academic Year 2012/13 See note below	Lower			New in 2013/14			Reports in Q3 only		48.8%	No RAG Status
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual) Results for Academic Year 2012/13	Lower	45%	46.3%	A			Reports in Q3 only	45%	49.1%	LR
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	5.00%	2.70%	HG	12%	2.0%	HG	12.0%	13.92%	HR
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	Lower	12.0%	7.6%	HG	10%	6.1%	HG	10.0%	10.25%	A
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	Lower	0.02%	0.04%	HR	0.04%	0.03%	HG	0.02%	0.02%	LG
Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)	Lower	0.70%	0.81%	HR	0.85%	0.73%	HG	0.70%		No RAG Status
Termly rate of overall absence in primary schools (Not reported in Q1)	Lower	4.5%	4.96%	HR	4.50%	4.11%	HG	4.50%	4.20%	HG
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	Lower	5.0%	5.33%	LR	5.00%	6.10%	HR	5.00%	4.60%	HG

Note: the Department for Education have introduced new measures that replace previously reported measures.

Keeping neighbourhoods clean, green and safe

Full Scorecard: Quarter 3 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 =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Improved street and environmental cleanliness, litter	Lower	6%	15%	HR	6%	14%	HR	6%	17%	HR
Improved street and environmental cleanliness, graffiti	Lower	3%	5%	HR	3%	8%	HR	3%	9%	HR

B. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of active park user groups (annual)	Higher			New in 2013/14			N/A			N/A

C. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residents who are satisfied with the safety of Harrow Town Centre Reputation Tracker (bi-annual)	Higher	60%	60%	LG			N/A	59%	60%	LG
Number of residential burglaries	Lower	560	502	HG	344	278	HG	507	442	HG
Rate of proven re-offending by young offenders	Lower	30.9%	34.0%	HR	33.5%	44.0%	HR	44.0%	39.4%	HG
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	127	130	A	106	62	HG	62	70	HR
Repeat incidents of domestic violence	-	25%	14%	HG	28%-40%	15%	R	28%-40%	23%	R
Percentage of food establishments compliant with food hygiene law	Higher	76%	70%	LR	76%	70%	LR	76%	82%	HG
Percentage of street lights functioning [NB reports 1 quarter in arrears]	Higher	99%	99.3%	LG	99%	99.6%	LG	99%	99.5%	LG
Average time taken to repair street lights (days) [NB reports 1 quarter in arrears]	Lower	3	1.90	HG	3	1.90	HG	3	2.30	HG

D. The Council, residents and businesses work together to reduce energy and water

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 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	146	LR	135	123.7	HG	135	124.4	HG
Percentage of household waste sent for reuse, recycling and composting [NB reports 1 quarter in arrears]	Higher	50%		No RAG Status	50%	52.3%	LG	50%	51.5%	LG

United and involved communities

Full Scorecard: Quarter 3 2013/14

A. Increase participation in art, sport, leisure and cultural activities

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 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	646,255	601,827	LR	646,255	583,628	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

	Good =	Q3 2012/13			Q2 2013/14			Q3 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		10.6%	No RAG Status		14.64%	No RAG Status

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 =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council takes account of residents' views when making decisions, Reputation Tracker (bi-annual)	Higher	32%	31%	A			N/A	31%	28%	LR
Percentage who feel that they can influence decisions affecting their local area, Reputation Tracker (bi-annual)	Higher	32%	26%	HR			N/A	28%	23%	HR

D. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of residents who agree that people get on well together in their local area, Reputation Tracker (bi-annual)	Higher	77%	77%	LG			N/A	79%	71%	HR
Equality of service provision (Adults)	-	0.9 - 1.1	1.04	G	0.9 - 1.1	0.99	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%		No RAG Status	85%	38.1%	HR
%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%		No RAG Status	100%	5.56%	HR

Supporting our town centre, our local shopping centres and businesses

Full Scorecard: Quarter 3 2013/14

A. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Resident perceptions of town centre and range of shops Reputation Tracker (bi-annual)	Higher	67%	67%	LG			N/A	63%	65%	LG
Vacancy rates in Town Centre	Lower	8.3%	7.9%	LG	8.30%	8.8%	LR	8.30%	8.6%	A
Percentage of 3rd party contract spend placed with local organisations	Higher			New in 2013/14		10.6%	No RAG Status		14.64%	No RAG Status
Care leavers not in education, employment or training at 19	Lower			New in 2013/14		31.8%	No RAG Status		35.6%	No RAG Status

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 =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of affordable homes delivered (gross)	Higher	230	243	HG	68	74	HG	85	74	HR
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	Higher	150	166	HG	20	23	HG	35	36	LG

C. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities

Performance measures

	Good =	Q3 2012/13			Q2 2013/14			Q3 2013/14		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.6%	2.0%	HG	3.5%	1.9%	HG	3.0%	1.7%	HG
Adult and Community Learning - success rates (annual)	Higher		85.6%	No RAG Status			N/A	90%	88.40%	A

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Efficient and Effective Organisation

Full Scorecard: Quarter 3 2013/14

Performance measures										
		Q3 2012/13			Q2 2013/14			Q3 2013/14		
	Good =	Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council provides good value for money, Reputation Tracker (bi-annual)	Higher	38%	37%	A			N/A	32%	28%	HR
Percentage who feel the Council keeps them informed of services & benefits it provides, Reputation Tracker (bi-annual)	Higher	57%	54%	LR			N/A	49%	55%	HG
Percentage of residents who are satisfied with the way the Council runs things, Reputation Tracker (bi-annual)	Higher	60%	57%	A			N/A	54%	46%	HR
Customer enquiries that should not have been necessary (percentage)	Lower	18%	19%	LR	17%	20%	HR	17%	16%	HG
The proportion of enquiries that were resolved at the first point of contact	Higher	90%	90%	LG	90%	90%	LG	90%	94%	LG
Proportion of web forms and web visits as a percentage of overall contact	Higher	60%	61%	LG	70%	69%	A	70%	69%	A
Average cost per transaction (£) (Access Harrow)	Lower	£1.00	£0.84	HG	£0.80	£0.72	HG	£0.80	£0.73	HG
Tenant satisfaction with the housing repair and maintenance service (%)	Higher	95%		No RAG Status	90%	88%	A	90%	95%	HG
Total debt collected, at year to date, as a % of total debt raised	Higher	75%	67%	HR	70%	71%	LG	70%	83%	HG
Average debtor days, per quarter	Lower	60	30	HG	60	26	HG	60	15	HG
Percentage of Council Tax collected	Higher	85.0%	85.07%	LG	57%	56.56%	A	85%	83.63%	A
Variation in business rate yield	Higher			New in 2013/14	2.5%	1.01%	LG	2.5%	0.46%	LG
Percentage of non-domestic rates collected	Higher	86.75%	85.63%	A	61%	58.29%	A	86.75%	85.04%	A
Time taken to process housing benefit and council tax benefit new claims and change events (days)	Lower	9.00	8.55	HG	11	10.08	HG	11	10.69	LG
Staff sickness - average days per FTE excluding schools	Lower		8.58	New in 2013/14	8.18	9.39	HR	8.18	9.56	HR
Workforce with IPAD in last 12 months	Higher	95%	89%	LR	95%	86%	LR	95%	92%	A
Accident Incident Rate AIR (no. of accidents x 100,000)/average number employed during the period	Lower		2,067	New in 2013/14	1,355	16	HG	1,860	659	HG
Reportable Injury Frequency Rate IFR (no. of RIDDOR incidents x 100,000)/no. of hours worked	Lower		3.2	New in 2013/14	0.5	0	HG	2.9	0.0	HG

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