

CABINET

19 FEBRUARY 2015

Record of decisions taken at the meeting held on Thursday 19 February 2015.

Present:

Chair: * Councillor David Perry

Councillors:

* Sue Anderson	* Graham Henson
* Simon Brown	* Varsha Parmar
* Margaret Davine	* Sachin Shah
* Keith Ferry	* Anne Whitehead
* Glen Hearnden	

In attendance:

James Bond	Minute 119
Ramji Chauhan	Minute 119
Susan Hall	Minute 119
Barry Macleod-Cullinane	Minute 119

* Denotes Member present

115. Michael Lockwood, Chief Executive

The Leader of the Council welcomed Michael Lockwood, Chief Executive, to his first full meeting of the Cabinet on his return to the Council.

116. Apologies for Absence

None received from Members of Cabinet.

117. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 7(b) – Petition: Cambridge Road Car Park – North Harrow – Reference from Overview and Scrutiny Committee

Councillor James Bond, who was not a member of Cabinet, declared a non-pecuniary interest in this item and would remain in the room to listen to the discussion and decision making relating to this item.

Councillor Janet Mote, who was not a member of Cabinet, declared a non-pecuniary interest in this item and would remain in the room to listen to the discussion and decision making relating to this item.

Agenda Item 8 – Corporate Plan 2015-2019

During consideration of this item, Councillor Sue Anderson declared non-pecuniary interests in that she was a volunteer walk leader with Harrow Health Walk and a Community Champion. She would remain in the room whilst the matter was considered and voted upon.

Agenda Item 9(a) – Final Revenue Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19

Councillor Richard Almond, who was not a member of Cabinet, declared a non-pecuniary interest in that he was a member of Harrow Citizens' Advice Bureau. He would remain in the room to listen to the discussion and decision making relating to this item on the item.

Councillor Sue Anderson declared non-pecuniary interests in that she was a member of a number of organisations such as Friends of Harrow Museum, National Autistic Society, Harrow Baptist Tennis Club, Harrow in Leaf, Trustee of Welldon Activity Group, Friend of Harrow Association of Disabled People, member of ADHD and Autism Support and English Heritage. She would remain in the room whilst the matter was considered and voted upon.

Councillor Stephen Greek, who was not a member of Cabinet, declared a non-pecuniary interest in that he worked for the London Assembly. He would remain in the room to listen to the discussion and decision making relating to the item.

Councillors Chris Mote and Janet Mote, who were not members of Cabinet, declared non-pecuniary interests in that they were Friends of Harrow Museum. They would remain in the room to listen to the discussion and decision making relating to the item.

Councillor Anne Whitehead declared a non-pecuniary interest in that she was Chair of Harrow Law Centre which received a grant from the Council. She would remain in the room whilst the matter was considered and voted upon.

Agenda Item 9(d) – Housing Revenue Account Budget 2015-16 and Medium Term Financial Strategy 2016-17 to 2018-19

Councillor Chris Mote, who was not a member of Cabinet, declared a non-pecuniary interest in that his brother was in receipt of housing benefit. He would remain in the room to listen to the discussion and decision making relating to the item.

Agenda Item 16 – Consultation on the Draft Harrow Weald Conservation Areas Supplementary Planning Document (SPD)

Councillor Ramji Chauhan, who was not a member of Cabinet, declared a non-pecuniary interest in that he was a local Ward Councillor and that he would be asking a question (agenda item 4, public question, refers) on behalf of his constituent on this matter. He would remain in the room to ask the question and listen to the discussion and decision making relating to the item.

118. Petitions

Petition: Reconsider the Park Cuts in relation to Pinner Memorial Park

On behalf of the Users of Pinner Memorial Park, the Leader of the Council reported that an e-petition had been received signed by 1,200 people opposing some of the proposals in the budget which could have severe or negative impact.

RESOLVED: That the petition be received and, once validated, be referred to the Overview and Scrutiny Committee in accordance with the Council's Petition Scheme.

119. Questions

Such public and Councillor questions as were received were responded to and any recording placed on the Council's website. Councillor questions 11-18 were not reached at Cabinet and the Councillors would be provided with written responses which would be placed on the Council's website.

120. Key Decision Schedule - February to April 2015

RESOLVED: To note the contents of the Key Decision Schedule.

121. Progress on Scrutiny Projects

RESOLVED: To note the progress made on scrutiny projects.

122. Petition: Cambridge Road Car Park – North Harrow

RESOLVED: That the reference be noted and referred to the Regeneration Board for consideration.

RECOMMENDED ITEMS

123. Corporate Plan 2015-2019

Resolved to RECOMMEND: (to Council)

That the Corporate Plan be adopted.

RESOLVED: That

- (1) the four year Corporate Plan and the revised Corporate Equality Objectives for 2015-2019 be noted;
- (2) 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 Decision: To update the Council's Policy Framework and set out the Council's Direction of Travel for the next four years.

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(s) to Council and to the decision(s) that have been noted.]

124. Final Revenue Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19

Resolved to RECOMMEND: (to Council)

That

- (1) whilst being mindful of the results of the various consultations and equality impact assessments, the 2015/16 budget be approved to enable the Council Tax for 2015/16 to be set, Appendix 2 to the report refers;
- (2) the Medium Term Financial Strategy (MTFS) at Appendix 2 to the report be approved;
- (3) the 2015/16 Schools' Budget at Appendix 6 to the report be approved;
- (4) the 2015/16 Members' Allowance Scheme at Appendix 13 to the report be approved;
- (5) the 2015/16 Annual Pay Policy Statement at Appendix 14 to the report be approved.

RESOLVED: That

- (1) the increase in the estimated budget gap for the four year period 2015/16 to 2018/19 from £75m to £83m following the final 2015/16 Local Government Financial Settlement and revised projections of Revenue Support Grant from London Councils at paragraph 1.5 of the report be noted;

- (2) the current remaining budget gaps of £23.2m, £15.3m and £13.9m for 2016/17, 2017/18 and 2018/19 respectively, table 3 of the report refers, be noted;
- (3) the intention to increase Council Tax by 1.99% in 2015/16, paragraph 1.13 of the report refers, be noted;
- (4) the 2015/16 Public Health Budget, set out at Appendix 7 to the report, be noted;
- (5) the risk assessment, Appendix 8 to the report refers, be agreed and referred to the Governance, Audit, Risk Management and Standards Committee for consideration and monitoring;
- (6) the sum of £6.601m Better Care Funding to be received by the Council in 2015/16, paragraph 1.29 of the report refers, be noted.

Reason for Decision: To ensure that the Council sets a balanced budget for 2015/16.

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(s) to Council and to the decision(s) that have been noted.]

125. Housing Revenue Account (HRA) Budget 2015-16 and Medium Term Financial Strategy 2016-17 to 2018-19

Having made a typographical amendment to recommendation 1(e), it was

Resolved to RECOMMEND: (to Council)

That

- (1) the Housing Revenue Account (HRA) Budget for 2015-16 be approved;
- (2) the Housing Revenue Account (HRA) Capital Programme, as detailed at Appendix 7 of the report, be approved.

RESOLVED: That

- (1) the Medium Term Financial Strategy (MTFS) for the HRA, as attached at Appendix 1 to the report, be approved;
- (2) the proposed increase of 2.2% to housing rent charges for 2015-16, resulting in an average rent of £114.97 per week for 2015-16 be approved;

- (3) a service charge increase of 2.2% (an average of £0.06) resulting in an average tenant service charge of £2.91 per week be approved;
- (4) garage and car parking rents be frozen for a further year pending development of a usage and differential charging policy, appendix 3 to the report refers;
- (5) an increase in energy [heating] charges of 5% from 1 April 2015, 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 of 4% 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.

Reason for Decision: To publish the final HRA budget and set Council rents and other charges for 2015-16.

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(s) to Council.]

126. Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2015/16

Resolved to RECOMMEND: (to Council)

That the Treasury Management Strategy Statement for 2015/16 be approved, including the:

- Prudential Indicators for 2015/16;
- Minimum Revenue Provision Policy Statement for 2015/16;
- Annual Investment Strategy for 2015/16;
- upper limit for borrowing of under 12 months be increased to 30%;
- lower limit for borrowing of 5 to under 10 years be reduced to 0%;
- deletion of the “Viability” criteria for Specified and Non-specified investments.

Reason for 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(s) to Council.]

127. Capital Programme 2015/16 to 2018/19

Resolved to RECOMMEND: (to Council)

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

Reason for Decision: To enable the Council to have an approved Capital Programme for 2015/16 to 2018/19.

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.}

RESOLVED ITEMS

128. Children and Families - Children's Centres

RESOLVED: That

- (1) the outcome of the Children's Centre consultation be noted;
- (2) subject to the overall Council budget approval at full Council in February 2015, Option 3 be approved as the preferred future model, namely:
 - to retain 2 Children's Centres at Cedars and Hillview that fulfilled the statutory definition of Children's Centres;
 - operate 8 "delivery sites" that would continue to offer access to some of the early childhood services on behalf of the two children's centres;
 - close St. Josephs Children's Centre;
 - close Whitefriars Children's Centre merging the services with Cedars and retaining Whitefriars as a delivery site;
 - close Kenmore Park Children's Centre and merge services with Hillview retaining Kenmore Park as a delivery site;

- close Rayners Lane, Earlsmead, Vaughan, Roxbourne and The Pinner Centre Children's Centres as delivery sites;
- retain The Pinner Centre building as a community resource building.

Reason for Decision: To ensure the sustainability of Children's Centres services for the communities of Harrow within a reduced budget, whilst also addressing the Council's budget pressures. Option 3 would allow for the possibility of community-run projects, potentially offering the following: greater opportunities for reaching those most in need of support, sustaining and increasing places for 2, 3 and 4 year olds, a space for the Harrow Preschool Language Unit to rent, social enterprise opportunities and expenses for the Pinner Centre building, with potential to support Health and PVI Services to continue.

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.

129. Environment and Enterprise Medium Term Financial Strategy Implementation Plan

Having considered the report in conjunction with the main budget report it was

RESOLVED: That

- (1) the outcome of the public consultation on the Environment and Enterprise proposals be noted;
- (2) subject to the approval of the related budgetary proposals by full Council, the Environment and Enterprise proposals summarised at paragraph 7 of the report and detailed elsewhere in the report be approved and the Corporate Director for Environment and Enterprise be authorised to take all necessary steps to implement the proposals.

Reason for Decision: To consider additional information regarding the key proposals within the Environment and Enterprise Medium Term Financial Strategy required to help meet the budgetary pressures facing 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.

130. Revenue and Capital Monitoring for Quarter 3 as at 31 December 2014

RESOLVED: That

- (1) the revenue and capital forecast positions detailed in the report as at Quarter 3 2014/15 be noted;

- (2) the virement set out in paragraph 76 of the report be approved;
- (3) the reduction to the Capital Programme outlined in paragraph 77 of the report be noted;
- (4) the increases to the Capital Programme as set out in paragraph 78 of the report be approved.

Reason for Decision: To report the 2014/15 forecast financial position as at 31 December 2014.

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.

131. Expansion of HB Public Law

RESOLVED: That

- (1) Hounslow Council's decision to ask HB Public Law to discharge its legal function be welcomed;
- (2) authority to execute an agreement with Hounslow underpinning the relationship and make any necessary amendments to the agreement with Barnet be delegated to the Director of Legal and Governance Services, following consultation with the Portfolio Holders for Performance, Corporate Resources and Policy Development and Finance and Major Contracts.

Reason for Decision: To support HB Public Law deliver a cost effective and high quality legal service and its plans for growth.

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.

132. Calendar of Meetings 2015/16

RESOLVED: That the Calendar of Meetings for the Municipal Year 2015/16 be approved.

Reason for Decision: To facilitate the planning and forward commitments of both Members and officers. To allow 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.

133. Paediatric speech and language therapy services

RESOLVED: That

- (1) approval be given to enter into a Section 75 Agreement with the Harrow CCG from June 2015;
- (2) the joint re-procurement of paediatric speech and language therapy services be approved at a date to be determined in consultation with Harrow Clinical Commissioning Group (CCG) be approved and an update report be submitted to Cabinet by April 2016;
- (3) the award of a contract to North West London Hospital Trust (NWLHT) to provide the service for a period commencing on 1 April 2015 and ending on 30 June 2015 with an estimated contract value of £172,000 be approved under waiver of Contract Procedure Rules 6 (Authorisation) and 7 (Procurement Method) as set out in clause 13 and Table 2 of Contract Procedure Rules 2014.

Reason for Decision: Owing to the changes in Special Educational Needs and Disability (SEND) legislation there was a need to ensure the future arrangements for commissioning the service were robust and consistent with changes in legislation. The joint re-tendering of the service would provide the opportunity to research best practice in this field and ensure best value.

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.

134. School Performance and Standards

RESOLVED: That the report be noted.

Reason for Decision: To be updated and informed of the performance of and standards being achieved in state-funded schools in Harrow (Local Authority maintained, Academies and Free schools).

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 decisions that have been noted.]

135. Proposal to amalgamate Whitchurch First School and Nursery and Whitchurch Junior School

RESOLVED: That the statutory proposals to combine Whitchurch First School and Nursery and Whitchurch Junior School on 1 April 2015 be approved.

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

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.

136. Proposals to amalgamate and expand Welldon Park Infant and Nursery School and Welldon Park Junior School

RESOLVED: That

- (1) the statutory proposals to combine Welldon Park Infant and Nursery School and Welldon Park Junior School on 1 September 2015 be approved;
- (2) the statutory proposals to expand permanently Welldon Park Infant and Nursery School and Welldon Park Junior School, or the primary school if the schools were combined, by one form of entry (30 pupils) from 1 September 2015 be approved.

Reason for Decision: To implement the Council's Amalgamation Policy and to enable the Local Authority to fulfil its duties to provide sufficient school places in its area.

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

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

137. Consultation on the draft Harrow Weald Conservation Areas Supplementary Planning Document (SPD)

RESOLVED: That the draft Harrow Weald Conservation Areas Supplementary Planning Document (SPD), attached at appendix 1 to the report, be approved for a five week period of public consultation.

Reason for Decision: When adopted, the Harrow Weald Conservation Areas SPD would constitute part of the Harrow Local Plan. This would form material considerations in the determination of planning applications both at Planning Committees and appeal proceedings. The SPD would also provide useful guidance to relevant Council departments when dealing with issues relating to Harrow Weald Conservation Areas. Before adoption could take place formal

consultation on the SPD was required and amendments to it might be made as a result. These would be reported back to Cabinet prior to adoption.

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.

138. Fixed Penalty Notices (FPNs) for Environmental Crime Enforcement - Policy, Operational Guidance and Procedural Matters

RESOLVED: That

- (1) the Environmental Compliance Enforcement Policy be approved for adoption;
- (2) the Fixed Penalty Notice (FPN) Operational Guidance for staff be noted;
- (3) the two new Fixed Penalty Notices (FPNs) and their fine levels - failure to comply with Community Protection Notice and non-compliance of a Public Space Protection Order both at £100 discounted to £60 if paid within 10 days - be approved;
- (4) the proposal to publicly consult on whether any areas in the borough were defaced by discarded printed matter be agreed so that consideration could be given to designating the area(s) as detailed in the report;
- (5) authority be delegated to the Corporate Director of Environment and Enterprise, following consultation with the Portfolio Holder for Environment, Crime and Community Safety, to make amendments to the current policy only when there had been changes of government guidance or new legislation.

Reason for Decision: Following the decision made by Cabinet on 18 September 2014 to introduce Fixed Penalty Notices (FPNs) in Harrow, the detailed policy and operational guidance for staff had been updated. They supported Members decision to roll-out FPNs for environmental crime offences. FPNs provided an alternative to prosecution in matters of low level environmental crime offences. They also supported the Council's vision of "Working together to make a difference for Harrow".

In addition, new legislation superseded some of the fixed penalty notices that were approved in September 2014 and could not be used until approved. These are set out in the report.

Designated land must be identified, approved by the authority and advertised before the Council could use Fixed Penalty Notices for unauthorised distribution of leaflets. Public consultation was required prior to designating the land and the report sought authority to consult.

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 8.50 pm).

Proper Officer

Publication of decisions:	20 February 2015
Deadline for Call-in:	5.00 pm on 27 February 2015 (Please note that Call-in does not apply to all decisions). To call-in a decision please contact: Una Sullivan on 020 8424 1785 or email: una.sullivan@harrow.gov.uk Vishal Seegoolam on 020 8424 1883 or email: vishal.seegoolam@harrow.gov.uk Alison Atherton on 020 8424 1266 or email alison.atherton@harrow.gov.uk
Decisions may be implemented if not Called-in on:	28 February 2015

MEDIUM TERM FINANCIAL STRATEGY 2015/16 to 2018/19

	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000
Budget Requirement Brought Forward		174,426	167,381	154,373	146,247
Corporate & Technical		5,887	10,867	10,037	12,979
Community Health and Wellbeing		-2,021	1,866	-100	0
Children and Families		-1,469	413	0	0
Environment and Enterprise		-4,500	-1,676	-775	-264
Resources		-2,713	-1,060	-1,652	-1,345
Pan Organisation & Business Support Service		-2,230	-220	-350	-2,000
Total		-7,046	10,190	7,160	9,370
FUNDING GAP		0	-23,198	-15,286	-13,899
Total Change in Budget Requirement		-7,046	-13,008	-8,126	-4,529
Revised Budget Requirement	174,426	167,381	154,373	146,247	141,718
Collection Fund Deficit/-surplus	-1,676	-1,900	0	0	0
Revenue Support Grant	-42,628	-32,034	-20,388	-11,548	-6,174
Top Up	-20,546	-20,939	-21,375	-21,986	-22,727
Retained Non Domestic Rates	-14,509	-14,012	-14,012	-14,012	-14,012
Amount to be raised from Council Tax	95,067	98,496	98,598	98,702	98,804
Council Tax at Band D	£ 1,210.28	£ 1,234.36	£1,234.36	£1,234.36	£1,234.36
Increase in Council Tax (%)	0.00%	1.99%	0.00%	0.00%	0.00%
Tax Base	78,550	79,795	79,878	79,962	80,045
Collection rate	97.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	80,565	81,841	81,927	82,012	82,098

MTFS 2015/16 to 2018/19 – Proposed investments / savings

TECHNICAL BUDGET CHANGES		Proposed			
		2015/16	2016/17	2017/18	2018/19
Item No		£000	£000	£000	£000
MTFS Proposals Agreed in February 2014					
Capital and Investment					
Tech 001	Capital financing costs and investment income. Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	310	841	0	0
Total Capital and Investment Changes		310	841	0	0
Grant Changes					
Tech 002	New homes bonus - Top slice of New Homes Bonus to fund the London Local Enterprise Partnership (LEP) announced in Comprehensive Spending Review (CSR) 2013	1,200	-345	0	0
Tech 004	Education Support Grant. New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	1,500	200	0	0
Tech 005	Council Tax Freeze Grant. Payable for setting 0% Council Tax increase 2015-16	-1,068	0	0	0
	S 31 Grant to replace Business Rates lost as a result of temporary reliefs to ratepayers Assumed end to scheme	375	0	0	0
Total Grant Changes		2,007	-145	0	0
Other Technical Changes					
Tech 012	Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by Transport for London	360	370	0	0
Tech 018	Budget planning contingency.	3,000	3,000	0	0
Tech 020	Saving from formula change on freedom passes - agreed at London Councils Transport and Environment Committee in December 2012 Reallocation of costs between London boroughs giving Harrow a reduction in costs	-81	-81	0	0
Total Other Technical Changes		3,279	3,289	0	0
Pay and Inflation					
Tech 023	Pay Award @ 1% 2014-15, then 2% pa	1,850	1,850	0	0
Tech 024	Employer's Pension Contributions. Increase in employer contribution rate to meet pension fund deficit	400	400	0	0
Tech 025	Inflation on goods and services @ 1.3% p.a.	1,210	1,210	0	0
Total Pay and Price Inflation		3,460	3,460	0	0
CROSS CUTTING TRANSFORMATION PROGRAMME					
Tech 029	Staff Terms and Conditions. Phasing out of protection on terms and conditions changes agreed with Staff from January 2013.	-187	-31	0	0
Total Transformation		-187	-31	0	0
Net Proposals Agreed in February 2014		8,869	7,414	0	0
Additional Changes now Proposed					
Capital and Investment					
	Capital financing costs and investment income Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	164	1,621	2,095	4,731
	Neighbourhood Investment Scheme	210	0	0	0
Total Capital and Investment Changes		374	1,621	2,095	4,731
Grant Changes					
	New Homes Bonus - Reduction in the top slice of New Homes Bonus to fund the London LEP per latest estimates and increase in number of new homes	-944	195	325	579
	Education Support Grant. Delay in the reduction in grant utilising latest projected pupil numbers and projected conversions to academies.	-1,120	345	545	545
	Council Tax Freeze Grant 2014-15 Grant ended as now consolidated into RSG	1,068			

MTFS 2015/16 to 2018/19 – Proposed investments / savings

TECHNICAL BUDGET CHANGES		Proposed			
		2015/16	2016/17	2017/18	2018/19
Item No		£000	£000	£000	£000
	Council Tax Freeze Grant 2015-16 Grant will not be received as Council Tax is increasing	1,068	0	0	0
	S 31 Grant Anticipated Grant to replace Business Rates lost as a result of temporary reliefs to ratepayers	-600	0	0	0
	Total Grant Changes	-528	540	870	1,124
	Other Technical Changes				
	Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by TfL - revised 2015-16 figure and extension to additional years of MTFS	-89	0	380	390
	Chief Executive post Cost of reinstating post	182	0	0	0
	Budget planning contingency Removal of budget in 2015-16 as budget proposals are now known. Extension to last 2 years of the MTFS	-3,000	0	3,000	3,000
	Contingency increase Increase of general contingency from £921k to £1.248m to reflect the additional risks around welfare reform	327	0	0	0
	Welfare Reform contingency from savings on Council Tax Support scheme	0			
	Total Other Technical Changes	-2,580	0	3,380	3,390
	Pay and Inflation				
	Pay Award @ 1% 2014-15, then 2% pa Recalculation of base and extension to 2 additional years MTFS	-50	-50	1,800	1,800
	Saving on pay award Jan 15 2.23% Estimated saving on the cost of the 2014-15 and 2015-16 pay awards compared to the previously budgeted amounts	-700	0	0	0
	Employer's Pension Contributions lump sum increases agreed with actuary Required to reduce the pension deficit	442	182	622	664
	Inflation on goods and services @ 1.3% p.a. Rebasing inflation and extension to 2 additional years of MTFS	60	60	1,270	1,270
	Increase in cost of NI for contracted out employees Ending of contracted out rebate - 3.4% on applicable salary range	0	1,100	0	0
	Total Pay and Price Inflation	-248	1,292	3,692	3,734
	Total Changes now Proposed	-2,982	3,453	10,037	12,979
	Total Corporate & Technical	5,887	10,867	10,037	12,979

MTFS 2015/16 to 2018/19 – Proposed investments / savings

CHILDREN'S SERVICES		Proposed			
Item No		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
	MTFS Proposals Agreed in February 2014				
	Investment in Services				
CF 001	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	178	178	0	0
CF 002	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	82	82	0	0
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	0	0
	Total Investment in Services	413	413	0	0
	Net Proposals Agreed in February 2014	413	413	0	0
	Additional Savings and Growth now Proposed				
	See Detail in Appendix 2	-1,882	0	0	0
	Net Children & Families	-1,469	413	0	0

MTFS 2015/16 to 2018/19 – Proposed investments / savings

ENVIRONMENT & ENTERPRISE		Proposed			
Item No		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
MTFS Proposals Agreed in February 2014					
Investment in Services					
E&E011 14/15	Parking review - New proposal for 20 minute free parking	100	0	0	0
E&E005	CCTV camera income decline	70	56	0	0
E&E008	West London Waste Authority (WLWA) Levy / Dry Recyclables Income	677	708	0	0
Total Investment in Services		847	764	0	0
Savings					
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	-375	0	0	0
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	-58	0	0	0
E&E043	Grounds maintenance: Annualised hours	-81	0	0	0
Total Environment & Enterprise Savings		-514	0	0	0
Net Proposals Agreed in February 2014		333	764	0	0
Additional Savings and Growth now Proposed					
See Detail in Appendix 2		-4,833	-2,440	-775	-264
Net Environment & Enterprise		-4,500	-1,676	-775	-264

MTFS 2015/16 to 2018/19 – Proposed investments / savings

COMMUNITY, HEALTH AND WELLBEING		Proposed			
Item No		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
	MTFS Proposals Agreed in February 2014				
	Investment in Services				
	Adults				
CHW001	Demographic Growth. Costs associated with increased demand for eligible users	2,800	2,500	0	0
	Community & Culture				
CHW010 14/15	Under One Sky, celebrating with the 60th anniversary theme – one-off extra £10k	-10	0	0	0
	Total Investment in Services	2,790	2,500	0	0
	Savings				
	Community and Culture				
CHW050	Libraries Transformation 2 Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	-18	0	0	0
	Total CHW Savings	-18	0	0	0
	Net Proposals Agreed in February 2014	2,772	2,500	0	0
	Additional Savings and Growth now Proposed				
	See Detail in Appendix 2	-4,793	-634	-100	
	Net Community, Health & Wellbeing	-2,021	1,866	-100	0

MTFS 2015/16 to 2018/19 – Proposed investments / savings

RESOURCES		Proposed			
		2015/16	2016/17	2017/18	2018/19
Item No		£000	£000	£000	£000
MTFS Proposals Agreed in February 2014					
Investment in Services					
Strategic Commissioning					
RES009	Experian & LIS. Addition of new census data into LIS system and update of Experian profiles. Reversal of 1 off growth	-25	0	0	0
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.	250	500	0	0
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.	200	320	0	0
Total Investment in Services		425	820	0	0
Savings					
Customer Services					
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	0	0	0
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.	-70	-50	0	0
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-190	-100	0	0
HRD					
RES042	Reduction in HRD posts. Deletion of 2 posts.	-75	0	0	0
Collections and Benefits					
RES078	Deletion of 4 FTE posts in Housing Benefits	-140	0	0	0
RES082	Revenues Staffing Reductions	0	-40	0	0
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	-125	0	0
Total Resources Savings		-535	-315	0	0
Net Proposals Agreed in February 2014		-110	505	0	0
Additional Savings and Growth now Proposed					
See Detail in Appendix 2		-2,603	-1,565	-1,652	-1,345
Net Resources		-2,713	-1,060	-1,652	-1,345

MTFS 2015/16 to 2018/19 – Proposed investments / savings

Pan Organisation & Business Support Service		Proposed			
		2015/16	2016/17	2017/18	2018/19
Item No		£000	£000	£000	£000
	Additional Savings and Growth now Proposed				
	Pan Organisation -See Detail in Appendix 2	-1,500	-220	-350	-2,000
	Business Support Service - See Detail in Appendix 2	-730			
	Net Pan Organisation & BSS	-2,230	-220	-350	-2,000

Schools Budget 2015-16**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.

In 2015-16 the DSG will continue to be split into the following three blocks:

- Schools Block
- High Needs Block
- Early Years Block

The DfE issued the “Schools Revenue Funding 2015 to 2016: Operational guide” in July 2014 to enable local authorities and their Schools Forums in setting the 2015-16 DSG budgets.

2. DSG settlement 2015-16

The 2015-16 DSG is based on the number of pupils on the October 2014 school census. The total DSG for 2015-16 is £187,224,915. The High Needs Block has been updated to include the outcome of the High Needs Exceptional Cases review carried out in December 2014.

Table 1 below shows the breakdown of the 2015-16 DSG across the three blocks. The sections following the table provide a detailed explanation for each funding block and the adjustments made by the DfE. As previously advised, the DSG is not ringfenced to the specific blocks.

Table 1 – 2015-16 Dedicated Schools Grant allocation

Area	Per Pupil Funding (GUF) £	Pupil Numbers	Total £
Schools Block	£4,919.97	30,090	£148,041,897
Early Years Block	£4,320.96	2,303	£9,951,171
High Needs Block			£26,145,492

Sub Total	£179,439,647
Additional Amounts	
Induction for NQT	£45,130
Early Years Pupil Premium Grant	£180,969
Cash Transfer for Avanti House	£2,860,255
2015-16 DSG as at 17th December 2014	£187,224,915

The 2015-16 schools budget was presented to Schools Forum on 20th January 2015. The anticipated 2015-16 funding for each block is detailed in Table 2.

Table 2 – 2015-16 DSG Blocks

Category	2015-16 Budget
Schools Block – delegated	£146,291,693
Schools Block - centrally retained	£2,373,866
Early Years Block	£10,611,400
High Needs Block	£27,947,956
Total DSG	£187,224,915

3. Schools Block – Allocated to Schools

The 2015-16 school budgets are being prepared using the updated funding formula which has been consulted with Schools Forum in the autumn 2014 and approved by Cabinet in December 2014.

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 will be 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.

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 2014 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 2015. This provides for growth in both maintained and academy schools but not free schools. In addition, the growth fund will include pre- and post-opening grants in respect of schools extending the age range. In order to fund the overall cost of the formula and the growth fund for expansion approximately £1.5m 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.

In December 2014 the Local Authority submitted an Exceptional Case return to the EFA on the basis of an anticipated increase in the number of commissioned places for pre & post 16 from 2015-16.

The bid included a request for increase in places as follows:

- Special schools expansion
- New SEN ARM units
- Expansion of sixth form provision at Harrow College
- Increase in provision by Choices 4 All

On 19th December 2014 the EFA announced the outcome of this review. The EFA state that a large number of exceptional cases were received and applied the following principles

- Generally, elements of a case which were based on actual occupancy in the academic year 2014-15 **have been** supported
- Generally, elements of a case which were based on predictions of occupancy levels in the academic year 2015-16 **have not been** supported
- Where a case has been supported it has only been funded at the element of growth above the levels considered exceptional so as not to disadvantage those who have seen growth below those levels and decided not to make a case.

As a result of this review, Harrow have only been allocated approximately an increase of £225k as the majority of growth will start from September 2015 and therefore does not meet the EFA criteria for only funding existing growth. At the time of writing, the EFA has not published the detail behind the additional funding and therefore it is not clear which cases have been successful and which have not.

As a result, growth in budget required to meet the demand from September 2015 will need to be transferred from the Schools Block.

6. Early Years Block

The 2015-16 Early Years Block allocation is a provisional figure based on January 2014 census data. These allocations will be updated and finally be based on 5/12ths of the January 2015 census and 7/12ths of the January 2016 census.

Until the Early Years DSG funding is confirmed in the summer, there remains uncertainty around the funding available for 2015-16.

The Early Years Single Funding Formula (EYSFF) has been revised and approved by Cabinet on 15th January 2015 for implementation from 1st April 2015. The anticipated total cost of the new formula is affordable within the existing Early Years Block allocations and assumes that growth in funding through growth in pupil numbers will be also allocated to Early Years.

Included in the Early Years Block is funding of £617k for centrally provided Early Years services. This budget has been frozen for 3 years from 2013-14. This provides the following:

- Funding for Early Year SEN places and full time places
- Support and training to PVI sector including externally commissioned support

In addition, £181k has been transferred to local authorities to fund the Early Years Pupil Premium Grant. The grant will be paid to providers at a rate of £0.53 per hour per child upon evidencing that children in their settings meet the eligibility criteria.

From 2013-14 Early Years funding for 2 year old nursery places has been based on an estimated number of participating 2 year olds. From 2015-16 the funding will be based on participation. As with 3 & 4 year old nursery funding, the calculation will be based on 5/12ths of the January 2015 census and 7/12ths of the January 2016 census. As this data has not yet been collected, the DfE has been unable to provide an indicative sum, except to confirm the current continuing hourly rate of £5.53. Therefore this has been excluded for this paper and assumed that whatever funding is received for 2 year olds will be ringfenced to Early Years.

7. Pupil Premium Grant 2015-16

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. Table 3 shows the Pupil Premium rates for 2015-16 and the comparative rates for 2014-15.

Table 3 - Pupil Premium rates agreed for 2015-16, per pupil

Area	2014-15	2015-16
FSM - Primary School Pupils	£1,300	£1,320
FSM - Secondary School Pupils	£935	£935
Service children	£300	£300
Children Looked After	£1,900	£1,900
Adopted children	£1,900	£1,900

Allocations per school will be available once the data from the January 2015 census has been collated.

Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2016. It replaces all former schemes.

Basic Allowance

2. A basic allowance of £8,340 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 £10,475 per annum shall be paid to the Mayor and an allowance of £2,085 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 2016/17, 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 Governance, Audit, Risk Management and 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 Governance, Audit, Risk Management and 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 2015 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 Director of Legal and Governance Services, elect to forgo any part of his/her entitlement to an allowance under this scheme.

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 6 bands of SRAs:

Band	Post	SRA - £/annum
1	Chief Whips of the two largest Groups Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny Chairman of Licensing and General Purposes Committee Portfolio Holder Assistants	£2,100
2	Nominated Member of the party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of Governance, Audit, Risk Management and Standards Committee Chairman of the Pension Fund 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	£4,700
3	Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee Non Executive Members of Cabinet	£6,780
4	Chairman of the Overview and Scrutiny Committee Leader of the Second Largest Group	£8,860
5	Cabinet Members	£20,100
6	Leader of the Council	£31,400

NOTE

The Groups are as follows:-

Largest Group = Labour Group

Minority Group = Conservative 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.

HARROW COUNCIL PAY POLICY STATEMENT 2015/16

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2015/16. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)¹ and specifically for its senior management for 2015/16.

Context

The Council's vision is: 'Working Together to Make a Difference for Harrow' and the Workforce Strategy is focused on supporting delivery of the Council's vision and priorities by ensuring an efficient and effective organisation; continuing to build the people maturity of the Council and developing the organisational capability to meet our changing future needs.

We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, improving the working between services within the Council and continuing to collaborate with regional bodies and other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow where possible, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible on a more 24/7 basis.

Our Workforce Strategy reflects that the Council of the future may be very different and having the right people *engaged* with the Council will be vital for our future success. We already compete for people across London and this will increase as the needs of the organisation change and the search for talent in local government increases.

We will establish the people we want, the skills they need and the performance we require and develop recruitment and retention packages that maximise our employment offer. Our Pay Policy supports this by ensuring that fair and transparent processes are in place to determine the grading and pay for all jobs and that remuneration packages enable the attraction and retention of people with the skills we need. We will also look to create opportunities for staff to benefit through organisational change.

As a Council we are committed to ensuring equality and diversity is integral to everything we do so our Pay Policy seeks to reduce income inequality and ensure that the pay, terms and conditions of Council employees comply with the Council's duties under the Equality Act. The Council recognises that a significant proportion of our workforce lives locally² and that therefore our Pay Policy helps support a strong local economy.

Modernising Terms & Conditions Review 2011/12

¹ The Pay Accountability provisions of the Localism Act 2011 do not apply to staff employed in Schools

² Circa 60% of employees have a permanent address with a Harrow (HA) postcode

In 2011/12 the Council undertook a review of pay and terms and conditions for employees. The objectives of the review, which were agreed by Cabinet, were to:

- Modernise: to support the future needs of the Council
- Simplify: wherever possible, to make terms and conditions easier to understand and reduce administration
- Reduce cost: to reduce the costs of terms and conditions of employment as part of its plan to make savings over the next 3 years
- Give greater choice: to continue to have core terms and conditions but to provide each individual with an element of choice beyond that.

The modernising review was completed in 2012 and the Council reached a collective agreement with the relevant recognised trade unions, which established new pay and terms and conditions for all employees covered by this Pay Policy, including those of senior management, from January 2013.

The collective agreement is published at:

http://www.harrow.gov.uk/downloads/file/5879/collective_agreement

The changes introduced through the collective agreement were in accordance with the Council's Pay Policy Statement 2012/13 and include the following key provisions:

- 2.5% pay cut for the Chief Executive and Corporate Directors
- 1% pay cut for staff earning £21,375 and above
- Revised grading structure so that the Council's lowest paid employees are paid not less than the London Living Wage.³
- A scheme making incremental pay progression subject to satisfactory performance
- No enhancements for overtime or weekend working except for Bank Holidays and night work
- Reduced redundancy compensation payments
- Improved salary sacrifice schemes and other employee benefits

Council Pay Rates / Scales

The Council considers it important to be able to locally determine pay rates. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.

³ London Living Wage is set periodically by the Mayor of London and is implemented from 1 April. The rate rose to £9.15 per hour in November 2013, which will be implemented from 1 April 2015.

The following Council pay scales were revised by the Council in January 2013 as a result of the modernising review:

- Harrow pay scale
- Senior Professional & Managerial pay scale
- Chief Officer pay scales⁴
- Chief Executive pay scale

The Council also revised the pay scales for employees who are Education Psychologists (Soulbury), and Youth & Community Workers.

The Council's pay scales are subject to any pay awards agreed through the relevant national and regional negotiating bodies. The current pay scales are published at:

http://www.harrow.gov.uk/downloads/file/5882/jan_15_salaries

Remuneration of Senior Management (Chief Officers)

The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer posts.

The senior management structure is published at:

http://www.harrow.gov.uk/downloads/file/5880/org_chart_feb_2015

Senior management pay is published at: [Senior manager salaries - Further info | Harrow Council](#)

The Council's policy is to optimise the senior management pay bill. The pay rates and numbers of senior managers reduced in 2012/13 and following the Council's decision to reinstate the post of Chief Executive in 2014, an appointment has been made on a salary less than the previous Chief Executive received. The new Chief Executive will be undertaking a review of the Council's senior management structure and pay.

The Council may, in exceptional circumstances, employ senior managers under contracts for services. The Council publishes details of all payments made under contracts for services in excess of £500 at:

http://www.harrow.gov.uk/info/100004/council_and_democracy/555/council_spending

Remuneration of Lowest Paid Employees

The Council defines its lowest paid employees as those paid at the lowest pay spine column point on the lowest Harrow pay grade, excluding trainees and apprentices. The Council's lowest paid employees are paid not less than the London Living Wage.

⁴ In April 2013 the Council took over specific public health functions from the NHS and was required to appoint a statutory Chief Officer post of Director of Public Health. The current post holder is paid on NHS pay scales.

Pay Multiple

The 'pay multiple' is the ratio between the highest paid employee's pay and the median average pay of the Council's workforce. The Council's highest paid post is the Chief Executive and the current pay multiple is published at:

[Senior manager salaries - Further info | Harrow Council](#)

Pay Grading

In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes⁵ and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive.

In 2007 job evaluation was extended to include Chief Officers.

From April 2013 the Council took over specific public health functions from the NHS and staff who transferred from the NHS to the Council remain on NHS grades and pay scales. New posts are being recruited to on the local government grades and pay scales.

Pay on Appointment

All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point within the evaluated grade.

The Council delegates authority to the Chief Officers' Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and make appointments of Chief Officers in accordance with the Council's Pay Policy.

The Council's delegations to the Chief Officers' Employment Panel also include, determination of any remuneration package of £100,000 or greater

Remuneration packages of £100,000 or greater are also reported to full Council

Pay Progression

All employees are able to incrementally progress through the pay spine column points for their job evaluated grade.

Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.

Progression for Chief Officers is subject to the following qualifications:

- i. increments may be accelerated within a Chief Officer's scale at the discretion of the council on the grounds of special merit or ability.

⁵ The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs.

- ii. an increment may be withheld following an adverse report on a Chief Officer (subject to that Chief Officer's right of appeal). Any increment withheld may be paid subsequently if the Chief Officer's services become satisfactory.

The criteria for pay progression for other staff were changed as a result of the modernising review so that progression for all staff is now subject to satisfactory performance.

Performance Related Pay

Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses.

The Council operates a Reward and Recognition Scheme for employees who, subject to meeting the criteria of the scheme, may receive payments of £250 or £500. Details of Reward and Recognition payments to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

National / Regional Pay Agreements

The Council supports the national (JNC/NJC⁶ and Soulbury) and regional (GLPC) collective bargaining arrangements for pay and conditions of service and the pay scales for all employees, including the Chief Executive and Chief Officers, are increased in line with national and regional pay agreements. Some conditions of service are negotiated locally.

The last pay agreement increasing pay scales for the Chief Executive and Chief Officers was implemented in 2008/9. Since then there have been no increases for this group.

The most recent pay agreement increasing pay scales for other non-teaching employees was implemented in 2014/15.

Market Supplements

The Council may apply market supplement payments to jobs with recruitment or retention difficulties. Details of market supplement payments to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

Fees for Election Duties

The Council's policy for payment of fees for election duties is published at:

http://www.harrow.gov.uk/info/687/election_information/689/election_fees_and_charges

Details of fees for election duties paid to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

Other Payments

The Head of Paid Service may authorise other payments as necessary, in accordance with the Council's delegations.

⁶ Joint Negotiating Committee / National Joint Council

Details of any other payments to senior management are published at: [Senior manager salaries - Further info | Harrow Council](#)

Pension

All employees are auto enrolled into the Local Government Pension Scheme and employees who remain in the Scheme receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published at:

http://www.harrow.gov.uk/download/downloads/id/5338/discretionary_policy_statement-pensions_2014

http://www.harrow.gov.uk/download/downloads/id/2545/pension_fund_accounts_2012-2013

From April 2013 the Council took over specific public health functions from the NHS and staff who transferred from the NHS to the Council and were members of the NHS Pension Scheme continue to be members of that Scheme and receive benefits in accordance with the provisions of that Scheme.

Other Terms and Conditions of Employment

The pay, terms and conditions of council employees are set out in employee handbooks. Handbooks are produced for all employees, including managers and senior professionals, Chief Officers and the Chief Executive and the latest editions are published at:

http://www.harrow.gov.uk/downloads/download/1016/employee_handbooks

Payments on Termination of Employment

In the event that the Council terminates the employment of an employee, including a Chief Officer, on the grounds of redundancy or efficiency of the service they will be entitled to receive compensation and benefits in accordance with the Council's Redundancy and Early Retirement schemes, which are published at:

http://www.harrow.gov.uk/downloads/download/1016/employee_handbooks and
http://www.harrow.gov.uk/download/downloads/id/5338/discretionary_policy_statement-pensions_2014

The Council's Redundancy scheme was changed as a result of the modernising review and compensation payments to employees reduced in 2014 and will be reduced again from April 2015.

The Council delegates authority to the Chief Officers' Employment Panel, determination of any payments on termination of £100,000 or greater.

Details of compensation payments paid to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

http://www.harrow.gov.uk/downloads/file/5881/red_payments_agreed

Severance payments of £100,000 or greater are also reported to full Council

Re-employment of Employees

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

Further Information

For further information on the Council's pay policy please contact the Council's Human Resources & Development Service email StaffBenefits@harrow.gov.uk DD 0208 424 1110

APPENDIX V**HRA Capital Programme****Appendix 7 to the report**

Budget Description	2015/16	2016/17	2017/18	2018/19
	£	£	£	£
Internal Works	3,928,120	4,428,120	4,228,120	4,228,120
External Works	3,396,970	1,671,490	2,300,000	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	555,000	555,000
HRA Capital Investment	9,637,330	8,411,850	9,139,120	9,139,120
Grange Farm	1,545,000	-	-	-
Affordable Housing Phase 1	4,242,000	3,000,000	1,000,000	-
Purchase & Repair	6,232,000	-	-	-
Affordable Housing Phase 2	-	1,725,320	5,175,960	-
Total Homes for Harrow	12,019,000	4,725,320	6,175,960	-
Total HRA Capital Programme	21,656,330	13,137,170	15,315,080	9,139,120

The 2015-16 budget includes £1,810,000 re-phasing relating to the main programme and £1,287,000 for the Affordable housing programme.

Capital Programme

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16		2016/17		2017/18		2018/19		TOTAL			
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value
Children & Families - New Primary Expansion Phase 3 - additional 3 schools	The original capital programme included 3 expansions in Phase 3. Latest projections indicate the need for an additional 3 expansions in Phase 3. This phase will cover September 2015 and September 2016. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	5,280		5,280	2,805	165	4,200	2,805	0	165	8,250	0	8,250
Primary Expansion Phase 4 - 4 schools	Latest projections indicate the need for a Phase 4 primary expansion programme, requiring 4 additional forms of entry. This phase will cover September 2017 and September 2018. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	420		420	4,200	4,200	1,680	4,200	1,680	4,200	10,500	0	10,500
Secondary Expansion	The growth in demand for primary places will progress to secondary schools and it is projected that there will be a shortfall of Year 7 places from 2018. Additional capacity has been secured through the expansion of two schools, Bentley Wood and Whitefriars and the permanent location of Avanti House will contribute to an overall increase in places. In addition, a further 6 forms of entry has been secured through the successful free school bid opening on the Heathfield School site. However, there will still be a shortfall of places from September 2020 rising to approx. 13 forms of entry in September 2023.			0			525		525	525	525	0	525

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value
SEN Expansion	There is pressure for special educational needs (SEN) provision places, which will be alleviated in the medium term as additional places will become available from 2015 following successful TBNP applications in accordance with Harrow's Special Schools and SEN Placement Planning Framework. However, in light of the projections and in light of the Government's Special Educational Needs and Disability reform agenda, consideration needs to be given to the next phase of expansion. A time limited task and finish group has been established, which will drive forward work on producing a refresh of the Harrow SEN strategy.	420		420	4,200		4,200	4,200		4,200	1,680		1,680	10,500	0	10,500
Capital Maintenance	Five years ago a comprehensive survey of all schools a significant maintenance backlog on our school premises. Since then, the majority of our High Schools and a small number of primary schools have transferred to academy status, and recently the condition of some of our primary schools has led to them being accepted on a national programme for school rebuilds. However, a backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance			0			0			1,350		1,350	1,350	0	1,350	
Bulge Classes	The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.			0	150		150	150		150		150	450	0	450	
Capital Maintenance funding estimate 2018-19	Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0			0					2,000	0	2,000	-2,000	
Basic Need funding estimate 2018-19	Estimated allocation for Basic Need to contribute to schools capital programme for 2018-19			0			0					6,000	0	6,000	-6,000	

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value
Devolved Formula capital	Devolved Formula capital is an allocation of funding on a formulaic basis based on school census data collected in January each year. Local authorities are required to pass on the funding to each of its maintained schools. Voluntary Aided schools receive their allocation directly from the EFA. Local authorities have no control over this funding	361	361											361	361	0
Sub Total New Programme		6,481	361	6,120	11,355	0	11,355	8,715	0	8,715	5,385	8,000	-2,615	31,936	8,361	23,575
Existing programme rephased																
School Expansion Phase 2 Programme 2014-16	This project is the second phase of the School Expansion Programme and will involve the permanent expansion of 12 primary schools and the associated capital works. Two of the project will be delivered through the Priority Schools Building Programme and will have little or no budget. The remaining 10 are delivered using Basic Need and Targeted Basic Need funding from the EFA. There is a deadline for the delivery of the TBNP-funded schools of September 2015.	8,611	8,611	0	0	0	0	0	0	0	0	0	0	8,611	8,611	0
School Expansion Phase 3 Programme 2014/16	The latest round of projections are showing yet another increase in the final expected sustainable peak in primary numbers. There will be further analysis before Phase 3 is taken forward, but based on current projection it would lead to a further 3 expansions being required. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	4,500	4,500	0	2,550	2,550	0	150	150	0	0	0	0	7,200	7,200	0
SEN Expansion Programme	Three special schools are being expanded and three mainstream schools will open additional places for pupils with special educational needs. These will be delivered by September 2015 in accordance with TBNP timescales	4,338	4,338	0	0	0	0	0	0	0	0	0	0	4,338	4,338	0
Secondary School Expansion Programme	The existing secondary expansion programme is being delivered by the successful TBNP bids to expand Bentley Wood School and extend the age range at Whitefriars Community School to fund a new secondary school. These will be delivered by September 2015 in accordance with TBNP timescales	6,582	6,582	0	0	0	0	0	0	0	0	0	0	6,582	6,582	0

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value
Children's Capital Maintenance Programme 2014-18	Five years ago a comprehensive survey of all schools revealed an £85m maintenance backlog on our school premises. Since then, the majority of our High Schools have transferred to academy status, and recently the condition of some of our primary schools has led to them being accepted on a national programme for school rebuilds. However, a backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance	906	906	0	1,350	1,350	0	1,350	1,350	0				3,606	3,606	0
Bulge Classes 2014-18	The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.	0	0	0	0	0	0	0	0	0			0	0	0	
School expansion programme contingency	5% contingency added to Phase 2, SEN expansion and existing secondary expansion programmes	204	204	0	0	0	0	0	0	0			204	204	0	
Sub Total		25,141	25,141	0	3,900	3,900	0	1,500	1,500	0	0	0	30,541	30,541	0	
Total Children & Families		31,622	25,502	6,120	15,255	3,900	11,355	10,215	1,500	8,715	5,385	8,000	62,477	38,902	23,575	
Community, Health & Wellbeing																
Housing GF																
Better Care Fund - Disabled Facilities Grant	Grants to fund adaptations to private properties to help enable residents to remain in their existing homes	1,500	650	850	1,500	650	850	1,500	650	850	1,500	650	6,000	2,600	3,400	
Improvement Grant	Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	70	0	70	70	0	70	70	0	70	70	0	280	0	280	
Empty Property Grants	Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	250		250	250		250	250		250	250		1,000	0	1,000	
Sub Total		1,820	650	1,170	1,820	650	1,170	1,820	650	1,170	1,820	650	7,280	2,600	4,680	
Community & Culture																

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16		2016/17		2017/18		2018/19		TOTAL				
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value	
Leisure & Libraries Capital Infrastructure 14-18	Capital to be invested in a targeted programme to improve the infrastructure of the Council's leisure and library facilities. There is a high risk, particularly with Harrow Leisure Centre, that failure to maintain the infrastructure will inevitably lead to a building closure if a major fault occurs and be a risk to leisure income. The libraries' self service kiosks will also need to be refreshed by 2016-17.	300	0	300	300	0	150	150	0	150	0	900	0	900
Central Library Refit & Library Refurbishments	Investment in library estate to be detailed and agreed in the planned library services strategy in April 2015.	0	0	0	0	0	1,000	0	0	0	0	1,000	0	1,000
Sub Total		300	0	300	300	0	1,150	150	0	150	0	1,900	0	1,900
Adults														
Integrated Health Model	Develop a connection to the Health N3 Secure Network Integrating IT systems (MOSAIC and Jade) to develop an integrated care record across health and social care Development of buildings (existing or new) to allow the set up of shared treatment facilities for health and social care IT infrastructure to support a move to 24/7 availability of care	500	250	250	500	250	500	250	250	250	250	2,000	1,000	1,000
Carers Service Charges	The investment will include the development of a Resource Allocation System for Informal Carers and new Information & Advice on-line systems. An On-line self assessment system will also be required to manage the scale of demand likely to approach the Council. The Capital funding will be used to support the implementation of the Dilnot Commission and build new information system(s) to support the requirements including self-assessment tools to mitigate the large increase in demand for assessment and financial modelling.	100	50	50	100	50	0	0	0	0	0	200	100	100
Reform of Social Care Funding	A range of projects to be identified to develop community capacity with a view to reducing revenue costs on an ongoing basis Investment to maintain the infrastructure of the Council's internal residential and day care facilities.	575	191	384	475	191	0	0	0	0	0	1,050	382	668
Adult Projects funded from Community Capacity Grant		49	49	0	49	49	290	290	290	0	0	678	678	0
In-house Residential Establishments		100	0	100	100	0	100	100	0	100	0	400	0	400
Sub Total		1,324	540	784	1,224	540	890	540	540	350	890	4,328	2,160	2,168
Total Community, Health & Wellbeing General Fund		3,444	1,190	2,254	3,344	1,190	3,860	2,860	1,190	1,670	2,860	13,508	4,760	8,748
Resources Directorate														

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL			
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value	
Capital cost of transition and transformation of ICT service	This represents an indicative value of the likely capital cost of transition and transformation of IT Services to the new supplier, based on the previous transformation programme undertaken by the current supplier.	6,800		6,800		0						0			6,800		6,800
Purchase of existing IT assets	This is the purchase of assets from existing supplier for new supplier to run ICT Services. This is based upon the written down value of existing assets	500		500		0						0			500		500
Ongoing refresh & enhancement of ICT	Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme	2,000		2,000	2,000		2,000				2,000				8,000		8,000
Other potential costs of implementation of new ICT contract	This is to cover potential costs associated with successful implementation for example: Council side costs including costs of employing Capita to complete works required	1,000		1,000		0					0				1,000		1,000
Total required for new ICT Contract		10,300	0	10,300	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	0	16,300	0	16,300
IT Mobile & Flex	Council side costs for ongoing deployment and potential third party costs for further development	320		320		0					0				320		320
IT BTP Refresh	Refresh of hardware for past BTP projects as included in original project cost models. Ongoing benefits realised through original implementation are dependent upon systems continuing to function.	0		0	300		300				0				300		300
Sub Total ICT		10,620	0	10,620	2,300	0	2,300	2,000	0	2,000	2,000	0	2,000	0	16,920	0	16,920
West London Waste Infrastructure Loan	Loan to part finance a new energy from waste facility.	3,883		3,883	915		915								4,798		4,798
Total Resources		14,503	0	14,503	3,215	0	3,215	2,000	0	2,000	2,000	0	2,000	0	21,718	0	21,718
Environment & Enterprise																	
Flood Defence	Renewal of ageing drainage infrastructure to reduce the risk of flooding impact on residents, properties and business continuity.	300		300	300		300				300				1,200		1,200
Waste & Recycling	Replacement of aged, damaged and/or lost wheeled bins, as well as bins provision for new residential developments within the borough.	1,190		1,190	200		200				200				1,790		1,790
Highways Programme	Renewal and replacement of highways and footways.	5,500		5,500	4,850		4,850				4,800				19,950	0	19,950
Highways Drainage	Improvements to critical drainage areas identified in Surface Water Management Plan as required by The Flood & Water Management Act 2010.	225		225	200		200				200				825	0	825
Local Impementation Plan (TfL) including CPZs	Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	8,296		1,200	

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value
Parks Buildings	Improvements to parks buildings which are most in need of repair, and key strategic buildings to be made fit for purpose.	200		200	200		200	200		200		200	800	0	800	
Parks Improvements	Improvements to parks to provide safe access and use of facilities for all.	500		500	475		475	475		475		475	1,925	0	1,925	
Street Trees	Replacement of trees stock which poses a risk in terms of safety and potential damage to properties, and new trees planting to support Climate Change strategy.	75		75	75		75	75		75		75	300	0	300	
Street Lighting	Replacement of aged and dangerous lighting columns as well as investment in new lighting to support Climate Change strategy.	1,500		1,500	1,500		1,500	1,500		1,500		1,500	6,000	0	6,000	
Corporate Accommodation	Improvements to civic buildings to provide a safe and secure environment in which to operate its business.	246		246	231		231	155		155		155	787	0	787	
High Priority Planned Maintenance	Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	420		420	450		450	275		275		275	1,420	0	1,420	
Carbon Reduction (Corporate sites)	Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	300		300	300		300		300	1,200	0	1,200	
Replacement of Parks Litter Bins	Replacement of aged and damaged waste bins in parks with bins of appropriate size in the right locations.	65		65	65		65	65		65		65	260	0	260	
Green Grid Programme	Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	343	143	200	343	143	200	343	143	200		343	1,372	572	800	
Harrow on the Hill Station	Improvements to the station and surrounding area to create step free access	2,000	2,000	0	12,000	12,000	0	11,000	8,000	3,000			25,000	22,000	3,000	
Station Road Highway and Environmental Improvements	Improvement scheme totalling £408k for which a bid has been made to the GLA High Streets fund of £190k. £8k is s106 funding and £110k has been agreed from part of the TFL LIP programme shown as part of that programme	298	198	100									298	198	100	
5 Digital Audio Tape (DAT) machines	Purchase of noise nuisance recording systems to support noise investigations.	50		50			0			0			50	0	50	
Green Gyms	Installation of outdoor gym equipment within parks to promote health and well being.	150		150	50		50	50		50		50	300	0	300	
Harrow Card	Introduction of a discount card to support local businesses and to increase local employment opportunities.	200		200			0			0			200	0	200	
Total Environment & Enterprise		15,936	4,415	11,521	23,613	14,217	9,396	22,312	10,217	12,095		11,312	73,173	31,066	42,107	
Regeneration																
Regeneration Programme	Regeneration Development expenditure, working towards delivery of 25 year strategy with specific Capital investment proposals to follow consultation launched in early 2015.	250	0	250	250	0	250	250	0	250		250	1,000	0	1,000	

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16		2016/17		2017/18		2018/19		TOTAL				
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	Grant Funding	Net Bid Value	
Haslam House redevelopment	This is a pilot project for the Council's private rented sector housing programme and will deliver between 25 and 40 units depending on the option chosen.	1,500		1,500	6,000		6,000					7,500		7,500
Total Regeneration		1,750	0	1,750	6,250	0	6,250	250	0	250		8,500	0	8,500
Total General Fund		67,255	31,107	36,148	51,677	19,307	32,370	38,637	12,907	25,730	21,807	179,376	11,407	104,648
HRA capital programme	Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing	21,656	923	20,733	13,137	110	13,027	15,315	2,356	12,959	9,139	59,247	0	55,858
Total Programme		88,911	32,030	56,881	64,814	19,417	45,397	53,952	15,263	38,689	30,946	238,623	11,407	160,506