

# Cabinet AGENDA

**DATE:** Thursday 21 May 2015

**TIME:** 6.30 pm

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

## MEMBERSHIP

---

**Chair:** Councillor David Perry (Leader of the Council, Strategy, Partnerships and Corporate Leadership Portfolio Holder)

### Portfolio Holders:

Councillor Sue Anderson	Community, Culture and Resident Engagement
Councillor Simon Brown	Children, Schools and Young People
Councillor Keith Ferry	Deputy Leader, Business, Planning and Regeneration
Councillor Glen Hearnden	Housing
Councillor Graham Henson	Environment, Crime and Community Safety
Councillor Varsha Parmar	Public Health, Equality and Wellbeing
Councillor Kiran Ramchandani	Performance, Corporate Resources and Policy Development
Councillor Sachin Shah	Finance and Major Contracts
Councillor Anne Whitehead	Adults and Older People

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

**Contact:** Daksha Ghelani, Senior Democratic Services Officer  
Tel: 020 8424 1881 E-mail: [daksha.ghelani@harrow.gov.uk](mailto:daksha.ghelani@harrow.gov.uk)

## **AGENDA - PART I**

### **1. APOLOGIES FOR ABSENCE**

To receive apologies for absence (if any).

### **2. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests arising from business to be transacted at this meeting from:

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

### **3. PETITIONS**

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

### **4. 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 18 May 2015. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

**No person may submit more than one question].**

### **5. 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 18 May 2015].**

### **6. KEY DECISION SCHEDULE - MAY TO JULY 2015 (Pages 5 - 16)**

**7. PROGRESS ON SCRUTINY PROJECTS (Pages 17 - 18)**

For consideration.

**COMMUNITY, HEALTH AND WELLBEING / ENVIRONMENT AND ENTERPRISE**

**KEY 8. FUTURE OPTIONS FOR HARROW ARTS CENTRE, HARROW MUSEUM AND HARROW MUSIC SERVICE (Pages 19 - 56)**

Joint Report of the Divisional Director of Community and Culture and Corporate Director of Environment and Enterprise.

**COMMUNITY, HEALTH AND WELLBEING**

**9. RESPONSE TO OVERVIEW AND SCRUTINY CHALLENGE PANEL REPORT ON 'LIBRARIES' (Pages 57 - 64)**

Report of the Divisional Director of Community and Culture.

**KEY 10. PROCUREMENT OF HOUSING RESPONSIVE REPAIRS CONTRACTS FROM JUNE 2016 (Pages 65 - 72)**

Report of the Divisional Director of Housing Services.

**KEY 11. EXERCISING OPTION TO EXTEND EXISTING CONTRACT WITH QUALITY HEATING FOR 4 YEARS (Pages 73 - 82)**

Report of the Divisional Director of Housing Services.

**RESOURCES**

**12. EQUALITY MATTERS – DELIVERING FAIR AND EQUITABLE SERVICES (Pages 83 - 98)**

Report of the Corporate Director of Resources.

**13. TIMETABLE FOR THE PREPARATION AND CONSIDERATION OF PLANS AND STRATEGIES COMPRISING THE POLICY FRAMEWORK 2015/16 (Pages 99 - 108)**

Report of the Director of Legal and Governance Services.

**14. ANY OTHER URGENT BUSINESS**

Which cannot otherwise be dealt with.

## 15. EXCLUSION OF THE PRESS AND PUBLIC

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
16.	Future Options for Harrow Arts Centre, Harrow Museum and Harrow Music Service – Appendices 2(a) and 2(b)	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

## AGENDA - PART II

### KEY 16. FUTURE OPTIONS FOR HARROW ARTS CENTRE, HARROW MUSEUM AND HARROW MUSIC SERVICE (Pages 109 - 190)

Appendices 2(a) and 2(b) to the Joint Report of the Divisional Director of Community and Culture and Corporate Director Environment and Enterprise.

#### \* DATA PROTECTION ACT NOTICE

The Council will audio record items 4 and 5 (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 18 May 2015
Publication of decisions	22 May 2015
Deadline for Call in	5.00 pm on 01 June 2015
Decisions implemented if not Called in	30 May 2015

**London Borough of Harrow**

**KEY DECISION SCHEDULE ( MAY 2015 - JULY 2015 )**

**MONTH: May**

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.

5

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

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

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

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

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

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

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

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

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
<b>MAY 2015</b>						
Future Options for Harrow Arts Centre, Headstone Manor Museum and Harrow Music Service	Approval of the business plan for Harrow Arts Centre and future governance options for Harrow Arts Centre, Harrow Museum and Harrow Music Service	Cabinet	21 May 2015	Councillor Sue Anderson Paul Najsarek, Corporate Director, Community Health and Wellbeing marianne.locke@harrow.gov.uk Tel: 020 8736 6530	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 Consultation: Internal and external stakeholders have been consulted. Further public consultation will be undertaken
Housing Responsive Repairs Contracts from June 2016	Authority to go to the market to procure Responsive Repairs Contractors to be in place by June 2016 when the current contracts expire, and that delegated	Cabinet	21 May 2015	Councillor Glen Hearnden Lynne Pennington, Divisional Director of Housing maggie.challoner@harrow.gov.uk Tel: 020 8424 1473	Open	Agenda Report and any related appendices Consultation: Residents-tenants and leaseholders, Housing Contracts Board, Strategic

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	authority be given for the subsequent award of the contract following the procurement process					Procurement Board
Exercising option to extend existing contract with Quality Heating for 4 years	Approval to extend the existing contract from July 2016 to June 2020	Cabinet	21 May 2015	Councillor Glen Hearnden Lynne Pennington, Divisional Director of Housing maggie.challoner@harrow.gov.uk Tel: 020 8424 1473	Open	Agenda Report and any related appendices Consultation: Tenants, Housing Contracts Board, Strategic Procurement Board
<b>JUNE 2015</b>						
Grange Farm Regeneration - Progress, Planning and Implementation	Approve commencement of process to appoint constructor, which will involve	Cabinet	17 June 2015	Councillor Glen Hearnden Lynne Pennington, Divisional Director of Housing	Part exempt Information relating to the	Agenda Report and any related appendices: EqIA Consultation: The residents of



Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	<p>commitment to dispose of approximately half of the site in order to fund the development. Approve budget and delegations for: purchase of buildings, compensation, further surveys, legal advice and possible site assembly. Consider options to support resident leaseholders in purchasing on the new estate.</p>			<p>alison.pegg@harrow.gov.uk paul.mullins@harrow.gov.uk Tel: 020 8424 1933 / 020 8420 9680</p>	<p>financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Grange Farm Estate have been consulted on a regular basis over the last 12 months. A Steering Group of Residents has been established with independent advisors.</p>
<p>Revenue and Capital Outturn 2014-15</p>	<p>To note the position reported To approve the recommended budget carry forwards To approve any</p>	<p>Cabinet</p>	<p>17 June 2015</p>	<p>Councillor Sachin Shah Simon George, Director of Finance and Assurance dawn.calvert</p>	<p>Open</p>	<p>Agenda Report and any related appendices Consultation: None</p>

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	recommended contributions to reserves or provisions			@harrow.gov.uk Tel: 020 8424 1393		
Review of Council Tax Support Scheme (CTS)	To note the review and agree to continue with the parameter configuration agreed at Full Council on the 21/1/2013 & subsequently on 22/1/2015	Cabinet	17 June 2015	Councillor Sachin Shah Tom Whiting, Corporate Director of Resources fern.silverio @harrow.gov.uk Tel: 020 8736 6818	Open	Agenda Report and any related appendices Consultation: N/A
Senior Management Restructure	Cabinet to consider the outcome of the consultation on the Chief Executive's proposals for a revised senior management structure and approve the proposed new	Cabinet	17 June 2015	Councillor David Perry Michael Lockwood, Chief Executive, Harrow Council jon.turner @harrow.gov.uk Tel: 020 8424 1225	Open	Agenda Report and any related appendices Consultation: All Councillors, affected staff and the recognised trade unions will be consulted on the proposals.

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	structure					
Procurement of the Domestic Violence Service	Permission to seek tenders from Domestic Violence and Sexual Violence Service Providers for the commissioning of Independent Domestic Violence Adviser, Supported Housing services and Multi Agency Risk Assessment Conference Co-ordinator (MARAC)	Cabinet	17 June 2015	Councillors Margaret Davine and Varsha Parmar Tom Whiting, Corporate Director of Resources stella.agunabor @harrow.gov.uk Tel: 020 8424 1820	Open	Agenda Report and any related appendices Consultation has been undertaken with the Domestic Violence Strategy Group and the Domestic Violence Strategy Forum
<b>JULY 2015</b>						
Community Safety Strategy	Agree the Community Safety Partnership's	Cabinet	14 July 2015	Councillor Varsha Parmar Tom Whiting,	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 and any Consultation to be undertaken
	strategy for 2015-2018			Corporate Director of Resources mike.howes @harrow.gov.uk Tel: 020 8420 9637		Consultation: Consultation will have been undertaken with the Council's partners represented on Safer Harrow
Contract Award for Revenues and Benefits Third Party Support	To approve the award of the contract to the recommended supplier	Cabinet	14 July 2015	Councillors Graham Henson and Sachin Shah  Tom Whiting, Corporate Director of Resources fern.silverio @harrow.gov.uk Tel: 0208 736 6818	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  Consultation: Departmental employees and their representatives were consulted as part of the service wide staffing re-organisation
Charges for the provision of Helpline and Telecare	To consider the consultation findings To consider	Cabinet	14 July 2015	Councillors Graham Henson and Sachin Shah	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 and any Consultation to be undertaken
Services	<p>proposed charging arrangements in respect of Helpline and Telecare Services</p> <p>To approve recommendations in relation to the above</p>			<p>Tom Whiting, Corporate Director of Resources Jonathan.milbourn@harrow.gov.uk Tel: 020 8736 6711</p>		<p>Consultation: Consultation will be conducted with Harrow Council residents that currently subscribe to the Helpline and Telecare service. The consultation will extend to stakeholders in the Harrow Council area including welfare organisations and the Harrow Council Adult Social Care department</p>

**HARROW COUNCIL CABINET 2014/15**  
**CONTACT DETAILS OF PORTFOLIO HOLDERS**

<b>Portfolio</b>	<b>Councillor</b>	<b>Address</b>	<b>Telephone no.</b>	<b>Email</b>
Leader, Strategy, Partnerships & Corporate Leadership	David Perry	Labour Group Office Room 102, PO Box, 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07505 430133 Group Office: (020) 8424 1897	Email: david.perry@harrow.gov.uk
Deputy Leader, Business, Planning & Regeneration	Keith Ferry	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07922 227147 Group Office: (020) 8424 1897	Email: keith.ferry@harrow.gov.uk
Adults & Older People	Margaret Davine	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Home: (020) 8863 3675 Group Office: (020) 8424 1897	Email: margaret.davine@harrow.gov.uk
Children, Schools & Young People	Simon Brown	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: simon.brown@harrow.gov.uk

<b>Portfolio</b>	<b>Councillor</b>	<b>Address</b>	<b>Telephone no.</b>	<b>Email</b>
Community, Culture & Resident Engagement	Sue Anderson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07875 094900 Group Office: (020) 8424 1897	Email: sue.anderson@harrow.gov.uk
Environment, Crime & Community Safety	Varsha Parmar	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07535 064495 Group Office: (020) 8424 1897	Email: varsha.parmar@harrow.gov.uk
Finance & Major Contracts	Sachin Shah	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07949 949745 Group Office: (020) 8424 1897	Email: sachin.shah@harrow.gov.uk
Housing	Glen Hearnden	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: glen.hearnden@harrow.gov.uk
Performance, Corporate Resources & Policy Development	Graham Henson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07721 509916 Group Office: (020) 8424 1897	Email: graham.henson@harrow.gov.uk

Portfolio	Councillor	Address	Telephone no.	Email
Public Health, Equality & Wellbeing	Anne Whitehead	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: <a href="mailto:anne.whitehead@harrow.gov.uk">anne.whitehead@harrow.gov.uk</a>



**PROGRESS ON SCRUTINY PROJECTS**

<b>Review</b>	<b>Methodology</b>	<b>Type of report</b>	<b>Expected date for report to Cabinet</b>	<b>Comments</b>
<b>Impact of Welfare Reforms on residents in the borough: Council Tax Support Scheme</b>	Challenge Panel	Final Report to O&S and Cabinet	Nov 2014	Concluded. 6 month update on implementation of recommendations scheduled for July P&F
<b>The Funding Challenge - saving £75m from the Council's revenue budget</b>	Budget Challenge Panel/Q&A	Final Report to O&S and Cabinet	March 2015	Concluded. 6 month update on implementation of recommendations scheduled for Nov P&F
<b>Capital Expenditure and delivery of Programme</b>	Challenge Panel	Final Report to O&S and Cabinet	March 2015	Concluded. 6 month update on implementation of recommendations scheduled for Nov P&F
<b>Continue participation in Joint Overview &amp; Scrutiny Committee (JHOSC) for Shaping a Healthier Future Programme</b>	Joint Committee	Update reports will be provided for O&S/Health and Social Care sub committee and Cabinet (for information)	As required	Health scrutiny is inputting to the CQC inspection of the London Ambulance Service. The Healthcare Commission holds its next hearing on 9 <sup>th</sup> May and is expecting to publish its report in June. The next JHOSC meeting will be held in June.
<b>Libraries review</b>	Light-touch review including joint challenge panel with Ealing Council	Final Report to O&S and Cabinet	April 2015	Expecting cabinet response to report in May. 6 month update on implementation of recommendations scheduled for Nov P&F
<b>Health Protocol</b>	Drafting a new protocol to govern the working relationship between Health Scrutiny, Health & Well-being Board and HealthWatch	Protocol	Protocol to be signed of by Health Scrutiny sub-committee and Health and Well-being Board in June	A protocol has been drafted jointly by members and officers on Health Scrutiny and Health & Well-being Board. Engagement will take place with Healthwatch from the start of the new contract in April making it a tri-partite protocol.

<b>Impact of Welfare Reform</b>	In-depth review	Final Report to O&S and Cabinet	January 2016 TBC	The next scrutiny review will be into the impacts of welfare reform on residents in the borough and what can be done in response. Scrutiny has begun work on scoping the review which should report around the end of the year.
---------------------------------	-----------------	---------------------------------	---------------------	---

**Contact:** Rachel Gapp, Head of Policy

**Tel:** 020 8416 8774

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Future Options for Harrow Arts Centre, Harrow Museum and Harrow Music Service
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Marianne Locke, Divisional Director of Community and Culture Caroline Bruce, Corporate Director of Environment and Enterprise (in view of extensive property implications)
<b>Portfolio Holder:</b>	Councillor Sue Anderson, Portfolio Holder for Community, Culture and Resident Engagement  Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration
<b>Exempt:</b>	No, except for Appendices 2a (i. introduction to Business Plan and ii. lost opportunity cost) and 2b (Business Plan) which are exempt under paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 (as amended) because they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) (ie commercially sensitive information relating to financial and business affairs of the Council)
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All wards
<b>Enclosures:</b>	Appendix 1: EQIA Appendix 2a: Introduction to Business Plan and lost opportunity cost (Part B) Appendix 2b: Business Plan (Part B)

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

This report sets out options for the future governance arrangements for cultural services (Harrow Arts Centre, Harrow Museum and Harrow Music Service) and the feasibility for the future delivery of Harrow Arts Centre including a business plan.

### **Recommendations:**

Cabinet is requested to:

i) Consider the options outlined in this report for the future of Harrow Arts Centre, Harrow Schools Music Service and Harrow Museum (paragraphs 3,6, 7 and 8 of this report) and approve the recommendation

ii) Delegate authority to the Corporate Director Community Health & Wellbeing after consultation with the Portfolio Holder Community & Culture and Resident Engagement to commence the setting up of a Charitable Trust for the delivery of services at Harrow Arts Centre, Harrow Museum and Harrow Schools Music Service as outlined in paragraph 3 Option C of this report and including as follows:

- Delegate to the Corporate Director Environment and Enterprise after consultation with the Portfolio Holder Business, Planning & Regeneration for the leasing of the properties to a new Charitable Trust at less than best consideration
- Undertake the necessary actions for the formation of an Interim Board of Trustees and the Trust including preparing legal agreements between the Council and a new Trust for the delivery of services, for staff transfer, back office services agreements, any contract novation, building surveys and other preparatory works which may be necessary and the identification of Council capital through the Council processes of up to a maximum of £1million in 2016/17 should this not be fully delivered by the Trust to support the delivery of the Phase 1 capital works.

iii) Receive a further report in January 2016 outlining the outcome of the formal review in October 2015, progress to date and seeking final approval for the transfer of services and assets as appropriate to a Trust on 4<sup>th</sup> April 2016 if Members are satisfied with that progress.

### **Reason: (For recommendations)**

In February 2015, Cabinet requested that options on alternatives to closure of Harrow Arts Centre be brought back to Cabinet within 12 months. This report outlines future governance options for Harrow Arts Centre, Harrow Museum and Harrow Music Service to ensure sustainable delivery of cultural services in Harrow whilst delivering savings for the Medium Term Financial Strategy.

## **Section 2 – Report**

### **1. Introductory paragraph**

As part of the Medium Term Financial Strategy for 2015/16, Members considered the potential closure of Harrow Arts Centre (HAC) and Harrow Museum alongside other MTFs savings. In response to Take Part consultation outcomes, Cabinet agreed to the following:

- the submission of the Heritage Lottery Fund (HLF) Round 2 application for funding of £3.6million for Harrow Museum (Headstone Manor)
- tender award and capital works to proceed on the Great Barn
- to allow a period of 12 months (March 2016) before final decisions on the future of Harrow Arts Centre to enable the development of a sustainable business plan for HAC and new governance arrangements for HAC, the Museum and the Music Service.
- However as part of the MTFs, the expectation is that the Arts & Heritage service would no longer require a Council subsidy of £604k for 2016/17 onwards

This report outlines the outcome of the business planning exercise and sets out options for the future delivery of these cultural services in Harrow.

### **2. Background**

2.1 The Council currently directly provides the following cultural services through its Arts & Heritage Service:

i) Harrow Arts Centre: based at Hatch End from a range of buildings centred on the Grade 2 listed Elliott Hall (former school building). The service delivers a professional artistic and participation programme which provides opportunities for local people to get involved in the visual and performing arts as audiences, artists and producers. A robust programme of workshops reaches out to those who may not otherwise have the opportunity to participate.

ii) Harrow Schools Music Service: provides a broad and balanced range of musical activities both in and out of school that ensures every child has the opportunity to experience the richness of music in all its cultural contexts. 70 teachers directly deliver 700 hours of instrumental tuition every week through SLAs with schools. The Music Service leads the Harrow Music Hub, a partnership of local organisations (such as Harrow Young musicians) providing additional music offer to Harrow schoolchildren and young people.

iii) Harrow Museum (at Headstone Manor) providing the management and development of the historic Headstone Manor site, including museum learning, participation & cultural programmes, and public access to the Local History collection.

2.2 The services are funded by the Council as follows:

SERVICE	2014/15 (£)	2015/16 (£)
Harrow Arts Centre	473,887	£402,730
Music Service	72,036	39,905
Headstone Manor Museum	164,856	160,971
<b>TOTAL</b>	<b>710,779</b>	<b>603,606</b>

These are net figures after income and external grants (such as the Music Education Grant) are deducted and reflect controllable budgets (ie; excludes corporate overheads and any capital financing costs). This represents the total subsidy by the Council to these services.

2.3 In November 2014, Cabinet approved that officers should:

- Approve the works to the Great Barn (Harrow Museum) from Council capital including the leasing arrangements for the installation of a Biomass Boiler
- Submit a Round 2 application for £3.6million for delivery of the master plan for Harrow Museum
- Approve and commit to the business plan, management & maintenance plan and other plans associated with the application
- Conduct an options appraisal for alternative governance arrangements for Arts & Heritage services in Harrow to include Harrow Museum, returning to Cabinet with recommendations early in 2015.

2.4 Officers submitted the HLF application in December 2014 and the application was approved by the HLF in March 2015. Officers will now proceed with the necessary work to deliver the master plan for the site. In committing to the business plan, Cabinet have approved an ongoing subsidy for the Museum but this is expected to be reduced from the budgeted subsidy of £161k in 2015/16 to £98k in 2016/17 and further reduce annually thereafter to £60k. This could be reduced to zero from 2020/21 depending on the recommendations contained within this report.

2.5 In order to conduct the options appraisal for new governance arrangements for HAC, the Museum and the Music Service, officers needed to develop a business case and plan to assess the sustainability of any new body. The business planning exercise for the future of Harrow Arts Centre has taken into account the physical site from which services are delivered and that the Hatch End site is identified as one of the regeneration sites in the Council's Regeneration Strategy.

The business case and plan considered the following:

- Best governance model to achieve sustainability (in-house, trust, outsource etc.)
- Reconfiguration of physical spaces to maximise income generation and reduce operating costs
- Revenue and capital projections

- Sources of funding (revenue and capital)

2.6 The following work has been undertaken to develop the business case (available as listed background documents):

i) External visioning session was held with local resident's associations, arts centre users, U3A, arts groups, local ward councillors, the Portfolio Holder etc. to define what an arts centre should deliver and for prioritisation of outcomes. It is clear that not all aspirations can be fulfilled as some are conflicting in commercial terms but a majority view was achieved on most areas.

ii) Architects experienced in the design of theatres/arts centres have produced an outline master plan with options for a redesign of Harrow Arts Centre to enable maximum delivery of income. This proposes a modular approach to delivery of work to minimise disruption of current income and allow for increased revenue streams to come on stream in a phased approach. The plans would require eventual demolition of many of the ancillary buildings on site; refurbishment of the Grade 2 listed Elliott Hall and phased new build additions linked to the Hall to deliver:

#### Phase 1

- 240 seat, 2 screen state of the art cinema showing first run films (e.g. Curzon, Picture House etc.)
- New box office, bar and café
- New gallery, rehearsal spaces, dance studios
- Dedicated spaces for youth activities and art rooms, music warm-up/exams etc.
- Hireable function space
- Ancillary spaces (offices etc.)

#### Phase 2

- Refurbishment of Elliott Hall and potential provision of a new 600 seat theatre at a later stage depending on fundraising and planning constraints

iii) The Audience Agency was commissioned to review audience catchment areas, audience segregation and potential for audiences for reconfigured space, also comparing Hatch End to Harrow town centre locations for an arts centre in audience terms. Their report (March 2015) concluded that the location of Harrow Arts Centre meant it was ideally located to capture audiences from groups in the community who are especially engaged in the arts both locally and from further afield. It was difficult to assess the catchment for Harrow Town Centre, as any cultural offer made there would have a distinct nature and therefore to some extent a distinct audience potential.

iv) An external catering consultant was commissioned to consider the potential catering and bar income for both the Museum offer and the Arts Centre, including fit-out costs, profitability and financial projections. The reports concluded that both venues offered the opportunity to deliver net income from bar and catering which could be significant and offered topline projections based on franchise or direct delivery.

v) An external theatre and arts centre consultant supported the development of a draft business plan which has had initial review by Planning, Finance, Corporate Estates, Procurement, and Legal. This has informed the information contained within this report.

vi) An external legal consultant's report (March 2015) commissioned directly by the external theatre and arts centre consultant provided the legal context and potential for setting up an independent charity or community interest company with the benefits, risks and issues outlined.

### **3. Options considered**

The consideration of this work has outlined the following options.

**3.2 Option A: Continue delivering as currently.** This would not achieve sustainability of the cultural offer or deliver the savings as outlined in the Medium Term Financial Strategy for 2016/17. In addition, some of the external grant funding confirmed for the Museum is conditioned on its becoming part of a charitable trust, external to the Council. This funding (£250k) would be lost to the project under a status quo. Commercial opportunities for the cultural services to attract other business, private funding and other charitable opportunities are diminished or non-existent under Council operation. Finally, the Hatch End site is one of the major regeneration sites in the borough and is currently under consideration for the delivery of private rented housing. Continued operation of the Arts Centre in its current configuration would mitigate against the delivery of this objective.

*This option is not recommended.*

**3.3 Option B: Close Harrow Arts Centre, move Harrow Music Service and Headstone Manor to stand alone trusts or other delivery models or keep in house within the Council.** This option would deliver the majority of the savings indicated in the MTFs except for the ongoing commitment to Harrow Museum. It would enable the Headstone Manor project to continue if it becomes a Trust but would mean that there is a greater risk that it does not become completely self-sustaining even after 5 years. Other risks would be that the Music Service fails to cover costs if continued to be delivered in house and as for Option A above. This option would not deliver the total savings in the MTFs for 2016/17 as the Museum would continue to require Council subsidy (£98k in 2016/17). Finally, this would diminish the cultural offer for Harrow but Members could return to this option in January 2016 (see Option C below) to enable savings in 2016/2017, if the recommendation below is approved but after the delivery of actions, proposed funding targets are not met or other considerations are identified. Closure costs in the region of c£130k have been identified excluding staff redundancy costs. This option would support the regeneration objective by releasing the Hatch End site for housing development.

*This option is not recommended at this time.*



### **3.4 Option C: Move to new governance arrangements as a single charitable trust.**

The aim would be to set up a new Trust to include Harrow Arts Centre, Harrow Music Service and Harrow Museum with a go live date of 31st March 2016. This would take the form of either:

- (a) A charity, either a charitable company limited by guarantee (CLG) or a charitable incorporated organisation (CIO); or
- (b) A community interest company limited by guarantee or a community interest company limited by shares (CIC);

This would allow the services to cross-subsidise and reduce the subsidy from the Council (eliminating this in the longer term) but would be contingent on initial capital investment of £3.8 million (the majority of which is expected to be raised by the new Trust, capping the Council funding requirement for £1m to deliver the Phase 1 capital project (paragraph 2.6 above): a new extension to the Elliott Hall to replace the existing one, which will contain a 240 seat, 2 screen independent cinema, lettable spaces, new box office and café/bar area etc. This is expected to generate the revenue income which will see the facility become self sustaining within 2 years.

Early registration of an interim Board of Trustees (by June 2015) would allow for fundraising activities before go live in order to fund the first phase of construction costs (£3.8million). It is recommended that this interim Board includes the Portfolio Holder for Community & Culture to ensure appropriate scrutiny of activity to deliver Council priorities. This option would enable fundraising activity not available to the Council in terms of external funders, donations, memberships and philanthropic giving. The aim would be to be self-sustaining by March 2017 excluding an annually reducing contribution from the Council to the Museum which would end on 31st March 2020. This is outlined in paragraph 7 below.

All physical assets would remain in the Council's freehold but let under lease to the new Trust. Affected staff would transfer their employment to the new Trust under the TUPE. Risks for the Council would be generating the capital funding required and delivering/sustaining existing and new revenue streams. However, there are examples of this approach succeeding, where properly configured arts and museum venues can deliver the appropriate mix of commercial and community programming without any Council subsidy (e.g. Newcastle).

In addition, the business plan projections include repayment of £1million of Council capital over 10 years to kick-start the fundraising activity and match fund for external grants etc. The plan would be to deliver the new cinema block by December 2016 dependent on funding, planning consents etc.

It is proposed that if Members agree this option, that a formal review of progress of the fundraising, the establishment of the Trust and development of the whole site is undertaken in October 2015; and that a further Cabinet report is brought forward in January 2016 to update Members on that progress and seek permission for the 'Go Live' of the new Trust with a start date of 4<sup>th</sup> April 2016, if Members are satisfied with the progress and the

delivery of the regeneration opportunities for the site so that a rounded decision on the future of Arts & Heritage can be made. Alternatively at this stage Members may revert to option B to close the HAC should the fundraising progress indicate that the required level of investment cannot be secured to eliminate the subsidy from April 2017 as assumed within the business plan.

This option outlines a reduction of the overall subsidy for Arts & Heritage Service from the £604k budgeted in 2015/16 to £350k in 2016/17 including the £98k for Harrow Museum. Although this will not achieve the total reduction of subsidy currently in the MTFs for 2016/17, it does represent a significant reduction (42%) on 2015/16 budgets.

In year (2015/16) implementation costs for developing alternative governance of c£150k would be required for:

- Legal advice and support
- HR (drafting policies/TUPE etc./implementation of full management system)
- IT Migration (including purchase of equipment and software)
- Fundraiser post
- Building survey costs
- Financial advice and support

This option also allows physical space for other development on the Hatch End site as part of the Regeneration Strategy for Harrow e.g. private rented housing. Any reconfiguration of the Arts Centre can only be confirmed in the light of the total regeneration proposals and housing development opportunities on site. The timetable or delivery would be as follows:

Activity	Target date	Comments
Approval to form new Trust (suggested name Cultural London)	21 <sup>st</sup> May 2015	Dependent on Cabinet approval.
Registration of interim Board at Companies House	June 2015	To enable fundraising activity and start of set-up of new trust
External legal support contracted	June 2015	To enable management to new governance arrangements
Fundraising commences	June 2015	Milestone: review of amount raised December 2015.
Regeneration and delivery of housing	July 2015	Confirmation with Planning and Housing on delivery of targets for private rented housing
Appoint Board and Patron	Sept 2015	
Contract HR services	Sept 2015	To support new body
Formal review by relevant Portfolio Holders and officers	31 <sup>st</sup> October 2015	To establish progress of fundraising and regeneration development targets
Charity registration	December 2015	Could be achieved before this date.
Fundraising target of 90% of capital for Phase 1 achieved	December 2015	

Final Cabinet approval	January 2016	To consider options including regeneration offer etc
Appoint CE for Trust	January 2016	
TUPE process	Feb/Mar 2016	
ICT/Payroll contract and novation of services	Mar 2016	External to support new body
Formal transfer to new body (leases/contract novation etc)	4 <sup>th</sup> April 2016	
Reach fundraising target £3.8 million	30th <sup>t</sup> April 2016	Fundraising achieved to match-fund HLF grant December 2015
Staff appointments including other HLF funded staff	April 2016	
Phase 1 capital project commences	April 2016	Dependent on planning consents. Modular timber build.
Cinema etc opens	December 2016	
Phase 2 capital project commences	March 2017	Fundraising achieved for theatre
Headstone Manor & Museum 1st year of full activity	2017/18	
Theatre opens	April 2018	
Fundraising achieved for Elliott Hall	March 2019	
Elliott Hall and final catering offer fully open	December 2019	

*This option is recommended. The implications of this recommendation would be a reduction of the MTFs savings target for Arts & Heritage in 2016/17 from £604k to £350k and the provision of up to £1million Council capital monies towards the construction of a new cinema/café/bar block. This would require implementation costs of c£150k in 2015/16 to be covered by the MTFs Implementation Fund. This also requires Cabinet to approve a disposal at less than best consideration on the basis that a trust would require leases longer than 7 years*

#### **4. Current situation**

4.1 In February 2015, Cabinet delayed making a final decision on the future of Harrow Arts Centre to enable the development of a sustainable business plan for the future of the service and to meet the MTFs savings target of £604k in 2016/17.

#### **5. Implications of the Recommendation**

##### ***Considerations***

##### **5.1 Resources, costs**

The recommendation would require Estates, HR, Legal and Finance support to implement. These have been included in the £150k implementation costs. If Members decide to proceed with one of the other options e.g. closure of Harrow Arts Centre, there would be costs associated with this option including decommissioning of services and securing of site and/or disposal, cessation

of any leases/contracts/legal costs, cessation of leases/legal costs, potential reimbursement of venue hire for any bookings which cannot be met. These costs are estimated at approximately £130k. In addition, there could be redundancy costs estimated in the region of £200k (tbc).

## **5.2 Property**

The Regeneration Strategy outlines the Hatch End site as a potential private rented sector housing development. This currently forms part of the income generation proposal and is included in the later years of the MTFs. The outcome of this options review could adversely impact on the figures previously assumed, depending on the levels of residential that could be delivered; therefore any proposals must take into account the delivery of private rented housing on this site. Initial assumptions for development have excluded the main Grade 2 listed Elliott Hall building. In addition, the site is partially constrained as Green Belt land. A current car parking survey suggests most users are for the Arts Centre which, if it remains open, would require car parking in the future. Consideration needs to be given to the opportunities/risks of car parking and potential congestion and the impact of delivering car parking on the housing opportunities.

It is considered that if Harrow Arts Centre were to close, that there could be considerable interest from D1 users for the Elliott Hall building and that a significant capital receipt could be generated.

The grant of leases of the various properties to a trust gives rise to best consideration issues as they would require leases longer than 7 years. Whilst this may not ultimately be an issue at Headstone Manor, it will be at the Arts Centre and a suitable Cabinet authority is required. On default the properties would need to revert to the council unencumbered.

## **5.3 Staffing/workforce**

There are currently 15 Permanent staff, 5 Agency, 2 Fixed Term and 5 Vacant posts across Arts & Heritage after a recent restructure which delivered one team with a number of specific posts for museum and music services. In addition, the service employs 'as and when' staff for performances etc. which is an industry norm. Interim and agency staff are in posts where permanent appointments were not made pending consideration of the future of the services. Permanent staff would be subject to TUPE Regulations to the new body if the recommendation is approved. If the Arts Centre is closed, a restructure would have to be undertaken to provide staffing for music and museum services. In addition, there would be redundancy costs. If the recommendation is approved, depending on the trust model adopted, there could be opportunities for employees of the new Trust to be Board Members. Trade Unions have been consulted on the proposals contained within this report.

## **5.4 Performance Issues**

The individual business plans (Background documents) for the services indicate the current and anticipated performance levels in terms of visitor numbers, school music sessions, audiences, income, etc. If the recommendation is not approved, performance targets for Harrow Arts Centre will be negatively affected in 2015/16 and this includes income levels which have been affected in 2014/15 by uncertainty over the future of the centre.

## 5.5 Environmental Implications

Any new build would conform to Harrow carbon reduction targets and required national and local BREEAM ratings.

## 5.6 Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

Key risks identified are:

**1. Harrow Council does not agree to the 'spin' out of services as the business plan is not considered to be robust enough and income levels are considered unachievable.**

Mitigation:

Industry experts have been consulted across a number of areas within the Business Plan. Their advice has been used to set the income targets and the validity and feasibility of the plan itself. Independent consultants will also be used during the due diligence phase. The income targets have been set at what is assessed to be a low level. The first year of profit is shown as 2017/18 and this allows for a break-even which would allow for continuous delivery. Cinema income is projected on a 25% occupancy rate. Advertising and income projections are based on other local centres e.g. Waterman's, Curzon etc. In addition, a further report will be brought to Cabinet in January 2016 outlining the external funding achieved to deliver the business plan and offering Members the option to proceed or otherwise.

**2. Failure to recruit to Board: interested parties prove not to be able, or want to, undertake full fiduciary responsibility.**

Mitigation:

Conversations have already commenced with interested parties and a formal recruitment for Board members will be conducted. The new Company can continue to be run with an interim board and a Patron.

**3. Funding for capital development at Harrow Arts Centre is not achieved or delayed and the anticipated levels (90%) of external funding to build the first phase (£3.8mill) at Harrow Arts Centre is not achieved by the target date of December 2015.**

Mitigation: Fundraising will start in June 2015 and an assumption of a level of Council capital repayment (for £1million) has already been incorporated into the business plan expenditure. A formal review of progress to target will be conducted in October 2015 and a Cabinet report will be brought to Members in January 2016 outlining progress and offering Members the option to proceed or otherwise. Alternatively Members at this stage would have the option to consider closure of the HAC by 31<sup>st</sup> March 2016 ie; revert to option B to ensure delivery of agreed MTFs.

#### 4. The new company fails to deliver on its income targets in future years.

The Cabinet report brought to Members in January 2016 will outline an exit strategy. Any property will return to the Council unencumbered and Trustees will have fiduciary responsibilities as part of their role.

## 6. Legal Implications

6.1 The council has discretionary powers to provide arts, heritage and music services. The council can choose to provide all or any of these services through contractual arrangements with any third party provider, including Trusts or Non-profit distributing organisations (NPDOs.).

6.2 External legal advisors commissioned directly by the external theatre and arts centre consultant provided an initial options appraisal for the formation of a separate entity to deliver arts and heritage services. Appendix 3 outlines these options and the considerations for any transfer to a new governance model:

Legal issues to be addressed include:

- **Services Agreement** the Council may wish to enter into a contract for services. If a services agreement is entered into, the Council may need to conduct a public procurement process to comply with EU procurement legislation although there may be legitimate ways of avoiding this.
- **Back office service agreement** – the new Trust may consider buying back certain services from the Council, perhaps for a transitional period (for example, payroll, HR and/or IT). This arrangement would be set out in a back office service agreement. Local authority provision of support services can sometimes result in hidden subsidies, giving rise to State Aid issues, and so a careful analysis of the business case in relation to these back office services would need to be conducted.
- **Contracts/grants** – that will transfer from the Council to the Trust and whether these can be transferred to the new entity or if the consent of the other parties is required;
- **Staff**– who are the PAYE employees of the Council and who will transfer to the new Trust under TUPE;
- **Pension provision for staff** – and the extent to which the new Trust will be required to match the pension provision of the transferring staff;
- **Freehold or leasehold land or other property arrangements** – that will transfer or be leased to the new Trust – see further below entity.
- **Other assets of the Service** – including the physical assets, intellectual property (such as publications and branding, etc.) and funding commitments;
- **Liabilities of the Service** – such as debts, disputes with employees and third parties, reputational issues, loans, etc.

6.3 The formation of a new Trust will require further detailed legal consideration. The initial legal advice was commissioned directly by the external theatre and arts centre consultant. However the Council will commission its own legal advice on the transfer at an early stage, particularly in the drafting of any legal agreements,.

It is also important that at an early stage the Board of the new Trust receives its own independent legal advice on the transfer and potential risks.

6.4 Section 123 of the Local Government Act 1972 ("1972 Act") states that a council may not (without ministerial consent) dispose of land at less than the best consideration that can reasonably be obtained (other than disposals of leases 7 years or less). The current proposal would involve leases longer than 7 years and gives rise to a disposal/s at less than best consideration. Accordingly, Secretary of State consent would be required, unless the General Disposal Consent 2003 applies. This gives a blanket consent where the undervalue is less than £2m and the disposal will help to secure the promotion or improvement of the economic, social or environmental well-being of the Borough. Cabinet will need to be satisfied that those criteria will be met by the proposed arrangements.

6.5 Notwithstanding that the General Disposal Consent 2003 may apply, when disposing of land at an undervalue the Council should remain aware of the need to fulfil its fiduciary duty in a way which is accountable to local people.

## **7. Financial Implications**

7.1 The MTFs approved by Cabinet and Council in February 2015, assumed that the Arts & Heritage service would no longer require a Council subsidy from 2016/17 onwards, saving the Council £615k, of which £100k is planned for 2015/16 and the balance of £515k by 2016/17. Other than closure of the Arts Centre, these options do not achieve this saving until at least 2017/18.

The MTFs also includes savings of £350k 2017/18 and £2m 2018/19 in relation to the housing income generation proposals, which include the Hatch End site, which could be adversely affected if the proposals for new build and car parking impact negatively on the space available for the development of housing on site.

7.2 Having secured HLF funding of £3.6m in relation to Headstone Manor, there is a requirement for the Council to continue to fund the museum. Of the approved MTFs savings target, £165k reflected the subsidy at the museum. The business plan projects that these costs will reduce to £98k in 2016/17 with a further reduction to £60k from 2017/18 onwards, and can be funded by surpluses within the wider Arts & Heritage offer, subject to these being sustainable in the longer term.

7.3 If the recommended option C (transfer to a charitable trust) was approved, the retention of the Arts Centre under the current business plan cannot eliminate the subsidy from April 2016, although this is reduced to £350k (of which £98k represents the museum). The projections indicate a small surplus of £137k in 2017/18, increasing annually to around £330k by 2019/20, and would enable the museum to be subsidised resulting in a reduced overall surplus.

The table below details the high level business plan position, supported by the key assumptions in arriving at this forecast position.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
HAC	964	1,162	2,136	2,165	2,845
Music Service	1,454	1,483	1,513	1,543	1,543
Expenditure	2,418	2,645	3,649	3,708	4,388
HAC	492	887	2,250	2,390	3,149
Music Service	1,475	1,506	1,536	1,566	1,566
Income	1,967	2,393	3,786	3,956	4,715
Shortfall / (Surplus)	451	252	(137)	(248)	(327)
Museum Exp	296	362	438	450	447
Museum Inc	171	264	377	395	388
Shortfall / (Surplus)	125	98	61	55	59
Overall	576	350	(76)	(193)	(268)

In projecting a small surplus in 2017/18, the business plan for the Arts Centre is predicated on a number of key assumptions, as follows:

*Expenditure - £2.136m*

- a) Operational costs in the region of £0.920m – largely staffing (£0.625m) and premise related costs (£190k)
- b) Production costs of £1.150m – cinema expenditure (£300k) and theatre programme costs (£0.850m)
- c) Borrowing costs - £65k assuming £1m council borrowing is required

*Income - £2.250m*

- d) Cinema income of £0.8m
- e) Theatre income of £1.1m (including membership and booking income)
- f) Room booking income of £350k

7.4 The Phase 2 theatre offer under the recommended option is significantly greater than the current offer, and is reflected in increased income and expenditure forecast from April 2017. Whilst assumptions have been made about the potential income that this may generate in the longer term, this would require investment which could take longer to acquire therefore delaying the potential for the offer to be self-financing.

7.5 With each of the options there are likely to be additional one-off costs required in 2016/17 which cannot be contained within the existing revenue budget. If the Arts centre is to be closed there will be costs in the region of £325k reflecting redundancy (£200k) and closure costs (£125k - some of this may be required for more than a year, depending on the alternative opportunities for the site).

7.6 If the recommended option is approved, there will be costs associated with the transfer to a new governance model. Experience of previous transfers suggests that costs could be approximately £150k – there may be



an opportunity to seek a Government Office contribution towards this funding but this should not be assumed at this stage.

7.7 If the recommended option is approved then the Council will need to identify up to £1million of capital for 2016/17 to deliver the Phase 1 building project. The repayment of this has been included in the draft business plan (Appendix 2b) but would only be required if the funding targets for the remaining £2.8million required are met. However, the Council's capital delivery programme would need to be increased to reflect the new spend of £3.8million and in accordance with financial regulations would require Council approval, supported by the appropriate evidence of the non-council funded resource secured by the board.

## **8. Equalities implications / Public Sector Equality Duty**

A full EQIA has been carried out for the options in this document and is available at Appendix 1.

This outlines in particular the impact of closure of Harrow Arts Centre on local residents and staff as follows:

Potential negative impact on age if services were to close in particular on young people at Harrow Arts Centre given the level of participation in events and activities from young people.

Mitigation is the proposal contained within this report.

## **9. Council Priorities**

The Council's vision:

### **Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

- Making a difference for the vulnerable

Services offered by Harrow Arts Centre, Headstone Manor and the Schools Music Service support mental health & well being of children, young people and older people, supporting educational attainment and offering opportunities to engage in a wide range of activities for all age ranges.

- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

### Section 3 - Statutory Officer Clearance

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 May 2015		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11May 2015		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>YES</b>
<b>EqIA cleared by:</b>	<b>DETG</b>

### Section 4 - Contact Details and Background Papers

**Contact:** Marianne Locke Divisional Director Community and Culture 020 8736 6530 (x6530) Marianne.locke@harrow.gov.uk

#### Background Papers:

Cabinet report: Future Options for Headstone Manor & Harrow Museum:

<http://moderngov:8080/documents/g62358/Public%20reports%20pack%20Thursday%2011-Dec-2014%2018.30%20Cabinet.pdf?T=10>

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

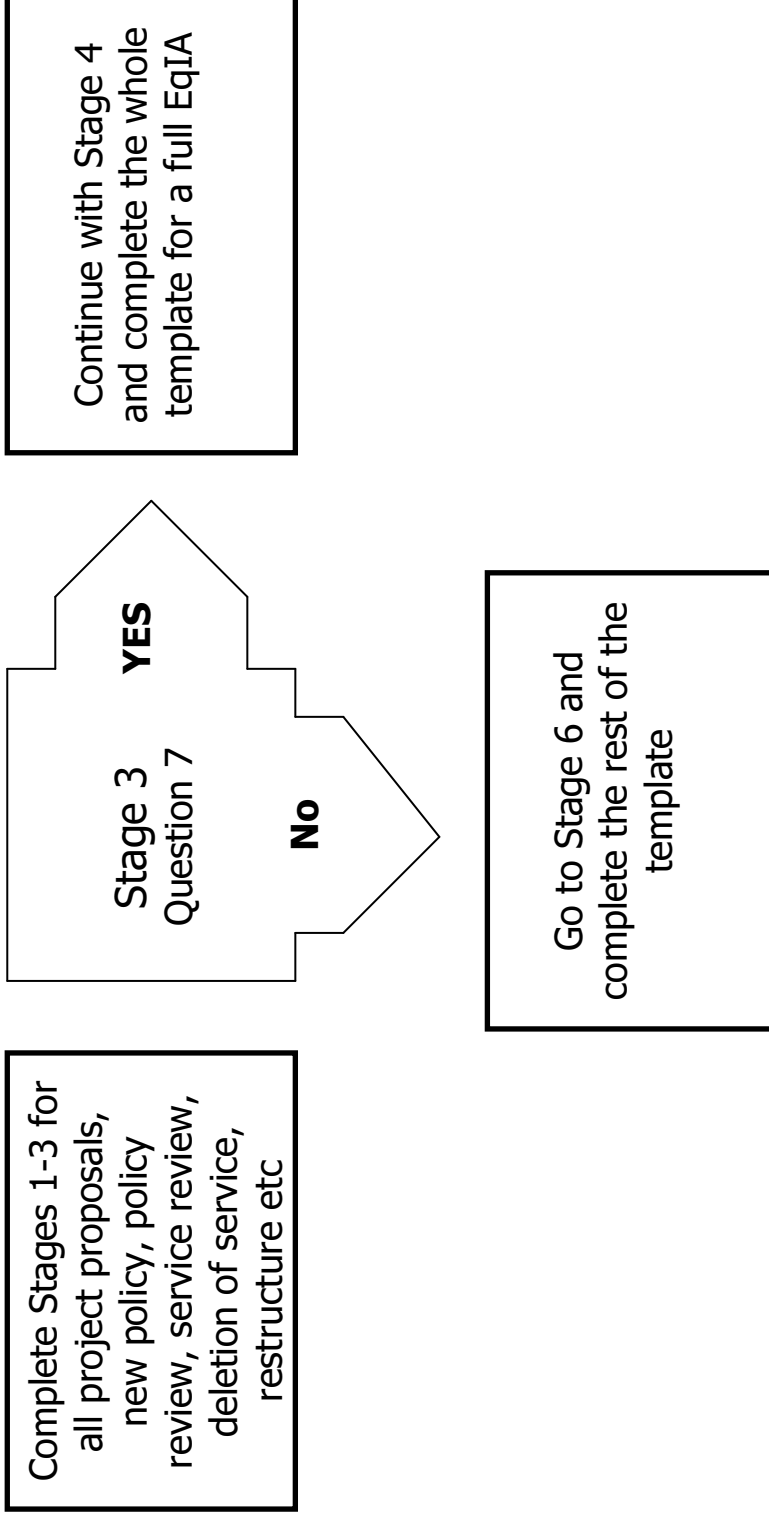
**NOT APPLICABLE**

*[Call-in applies]*

This page is intentionally left blank

# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



## Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	✓	Cabinet	✓
Capital	✓	Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:	Future Options for Harrow Arts Centre, Headstone Manor Museum and Harrow Music Service		
Directorate / Service responsible:	Community & Cultural Services		
Name and job title of lead officer:	Sandra Bruce-Gordon, Interim Service Manager Arts & Heritage		
Name & contact details of the other persons involved in the assessment:	Marianne Locke, Divisional Director, Community & Culture, marianne.locke@harrow.gov.uk, 020 8736 6530		
Date of assessment:	March 2015		

### Stage 1: Overview

<p><b>1. What are you trying to do?</b> (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p><b>The Arts and Heritage Service must ensure that it is fit for purpose going forward and that it has the capacity to deliver the Council's priorities albeit in a different model, if need be. An options appraisal is currently being developed to assess a preferred option to sustain the services for the future; this restructure is necessary to ensure sustainability of the service within any governance model.</b></p>			
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></p>	Residents / Users	Service	Partners	Stakeholders
	Staff		Age	Disability
	Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity
	✓	✓	✓	✓
	✓	✓	✓	✓
	✓	✓	✓	✓

	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			
<p><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul> <p>Not Applicable.</p>						
<b>Stage 2: Evidence / Data Collation</b>						
<p><b>4.</b> What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>						
39	<p>In general data has been collected on the demographic profile of Museum visitors throughout the development phase, but prior to that, there was little recent information on the profile of the Museum visitor.</p> <p>The data gathered from the development phase indicates that: The slight majority of visitors are female (54%)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Most are 60-69 years old (24%) or 40-49 years old (17%)</li> <li><input type="checkbox"/> 67% are White British and 12% are Asian / Asian British (Indian)</li> <li><input type="checkbox"/> 10% consider themselves to have a disability</li> <li><input type="checkbox"/> 64% know about the museum because they live nearby, 27% because they attended an event or activity</li> <li><input type="checkbox"/> 42% of visitors walked, 46% travelled by car</li> </ul>					
All	<p>Procedures have been established during the development phase for the on-going collection of data that will create a growing body of evidence as to who is using the site. This surveying will be embedded within the museum's culture as a key monitoring technique when the project opens.</p> <p>26-55: 80% 56 -75: 20% The number of children and young people in the area around Headstone Manor Museum, especially between the ages of 8 and 17, is higher than in the rest of Harrow, London and England. There is also a</p>					
	Age (including carers of young/older people)					

predicted increase in population growth over the next 10-15 years, especially amongst the 0-15 age group. We have reflected this in our refined target audiences. The number of young adults is low if compared with the rest of London and England, as is the number of people aged 60-74. However, the ageing UK population will be reflected in Harrow in coming years with a projected increase in those aged 65 years and above. The development of family and youth activities is therefore key.

**Arts Centre Audience statistics.**

Age	
0<6	0%
7<12	1%
13<19	2%
20<30	4%
31>45	11%
46>64	30%
65+	35%
Not obtained 17%	

**Museum Staff Profile**

Age	
0<5	0%
6<12	0%
13<19	0%
20<25	0%
26<55	80%
56<75	20%

**Museum Staff Disability Profile**

**Disabled: 5%**  
**Non-disabled: 95%**  
**Borough Profiles**

UK 2011 Census data indicates that 14.6% of Harrow residents have difficulty in day-to-day activities and that 16.5% report less than good health. Further to this, 9.5% of our questionnaire respondents consider



	<p><b>themselves to have a disability</b></p> <p><b>Arts Centre Disability statistics</b></p> <table border="1"> <tr> <td><b>Disability</b></td> </tr> <tr> <td>Disabled 8%</td> </tr> <tr> <td>Non disabled 71%</td> </tr> <tr> <td>Not obtained 21%</td> </tr> </table>	<b>Disability</b>	Disabled 8%	Non disabled 71%	Not obtained 21%
<b>Disability</b>					
Disabled 8%					
Non disabled 71%					
Not obtained 21%					
Gender Reassignment	<b>0</b>				
Marriage / Civil Partnership	<b>Not known</b>				
Pregnancy and Maternity	<b>Pregnant: 1</b>				
	<p>Asian Indian: 5%</p> <p>Black Caribbean: 5%</p> <p>Black Other: 5%</p> <p>Mixed Heritage: 5%</p> <p>White English: 65%</p> <p>White Other: 5%</p> <p>Not known: 10%</p> <p><b>Audience</b></p> <p>Like many parts of London, Harrow has become increasing multicultural in recent years, with the 2011 census figures revealing that nearly 60% of Harrow's population are from minority ethnic groups. The population living around Headstone Manor (the Lower Super Output Area) remains predominantly White British (34.1%), but with a significant multi-ethnic population. Indian ethnicity is highly represented (19.3%) – and this is anticipated to grow in coming years – followed by White Other (8.9%), Black Caribbean (3.4%) and Arab(3.4%).</p>				
Religion and Belief	<p><b>Christian: 10%</b></p> <p><b>Jewish: 2%</b></p> <p><b>Atheist: 4%</b></p> <p><b>Not known: 84%</b></p> <p><b>Audience Statistics</b></p> <p><b>Religion</b></p>				

	<p>Muslim 1%</p> <p>Christian 41%</p> <p>Buddhist 0%</p> <p>Sikh 0%</p> <p>Jewish 11%</p> <p>Hindu 3%</p> <p>Atheist 5%</p> <p>Agnostic 4%</p> <p>Other 7%</p> <p>Not obtained 27%</p>
Sex / Gender	<p>Male: 50%</p> <p>Female: 50%</p> <p><u>Arts centre Audience statistics</u></p> <p><u>Gender</u></p> <p>Male 26%</p> <p>Female 53%</p> <p>Other 0%</p> <p>Not obtained 22%</p>
Sexual Orientation	<p>Heterosexual: 19%</p> <p>Not known: 81%</p>
Socio Economic	Not known
<b>5. What consultation have you undertaken on your proposals?</b>	
Who was consulted?	<p>What consultation methods were used?</p> <p>Informal briefing and discussion around consultation proposals.</p> <p>Team and individual briefings.</p>
Unions/Schools/Internal staff/Museum Project board/Harrow Museum trust	<p>What do the results show about the impact on different groups / Protected Characteristics?</p> <p>There are no major impacts on different groups/protected characteristics.</p> <p>As above.</p>
Staff	<p>What actions have you taken to address the findings of the consultation?</p> <p>(This may include further consultation with the affected groups, revising your proposals).</p> <p>N/A</p>
	N/A

Local associations, Arts Centre Users	Consultation feedback invited and an issue log created.	Workshops, attendance at meetings etc	Potential impact of closure on older people at Harrow Arts Centre	Contained within proposals
<p><b>43 What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b> List the Title of reports / documents and websites here.</p> <p><b>Statistics on staff profile provided by Harrow HR.</b></p> <p><b>Headstone Manor</b></p> <p>National policies were considered as part of the business planning, including:</p> <ul style="list-style-type: none"> <li>- Department for Culture, Media and Sports (DCMS): Taking Part Report, 2013</li> <li>- Participation and engagement in cultural activities – Analysis of Taking Part Survey, DCMS Aug 2011</li> <li>- Cultural Education in England, An Independent Review (DCMS &amp; DfE) 2010</li> <li>- Maintaining world-leading national museums and galleries and supporting the museum sector (DCMS) Feb 2013</li> <li>- The importance of Tourism to Britain- Govt Tourism Policy, Joh Penrose , Minister for Tourism and DCMS- Mar 2011</li> </ul> <p>A number of other relevant sites and museums have been explored in preparation for the business and activity planning elements of the project. The findings from these explorations and lessons learnt have been taken into consideration when developing our proposals.</p> <p>Some of the sites include:</p> <ul style="list-style-type: none"> <li>- Ipswich Museum</li> <li>- RSPB Sandwell</li> <li>- West House, Pinner</li> </ul> <p>Harrow Arts Centre</p>				

### Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

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

**YES** - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

**NO** - If you have ticked 'No' to all of the above, then go to **Stage 6**

44

Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

### Stage 4: Collating Additional data / Evidence

We have looked at the following research in relation to the impact of cultural interventions on older people especially quality of life.



Quality of Life and Well-being Measuring the Benefits of Culture and Sport Literature Review and Thinkpiece



Annual Report  
1314.pdf

#### Participation Report.

Attendance and registration information including:

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?  
(include this evidence, including any data, statistics, titles of documents and website links here)

**Harrow Music Service statistics.**

<b>FESTIVALS - APPROXIMATE NO OF CHILDREN PARTICIPATING</b>			
<b>FESTIVAL NAME</b>	<b>MONDAY</b>	<b>TUESDAY</b>	<b>WEDNESDAY</b>
BAND	171	134	
GUITAR		152	
STRINGS	144	132	125
WORLD		140	
CHOIR SHOWCASE	184		255
RECORDER		133	
PERCUSSION DAY		60	
<b>TOTALS</b>	<b>499</b>	<b>751</b>	<b>380</b>
			<b>1630</b>

**Headstone Manor/ Harrow Museum Consultation Activities 2014**

**Consultation Questionnaires**

Questionnaires were conducted using two methods – on-street surveys to get feedback from non-users, and on-site surveys of Museum visitors. 147 surveys were completed by visitors to the Museum whilst on site. 23 surveys were completed online. 326 surveys were completed at on-street events.

**Consultation Data**

**Profile of current visitor:**

- The slight majority of visitors are female (58%)
- Most are 60+ years old (41%) or 40-49 years old (19%)
- 67% are White British and 11% are Asian / Asian British (Indian)
- 9% consider themselves to have a disability
- 67% know about the museum because they live nearby, 24% because they attended an event or activity
- 44% of visitors walked, 43% travelled by car
- 39% would like to see an improved café, 28% would like to see improved museum exhibitions
- Top desired activities: event days and festivals, markets, talks and lectures

**The results of the questionnaire showed that:**

- 66% of people surveyed had visited the Museum (this includes people that we surveyed on-site)

- People who visited mostly walked (44%) or went by car (43%), while only 10% took the bus for activities that would encourage people to visit Headstone:
- 52% were interested in Event days and music festivals
- 45% were interested in Markets
- 35% were interested in Recitals and music events
- 41% were interested in Family and children's activities
- 30% were interested in Talks and lectures
- 35% were interested in Outdoor activities
- 25% were interested in Guided tours
- 25% were interested in Arts and crafts workshops for adults
- 53% of people preferred getting information through the local paper

**Facilities used at Headstone:**

- 82% might use the cafe
- 45% might use the gift shop
- 27% might use the learning facilities
- 22.8% might use the event space for hire



Museum young  
volunteer statistics.xls

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
<b>Following consultations were with regards to Headstone Manor</b>	Workshop on future activities,	Positive impacts for the whole	Further consultation.

Staff & Volunteers	business operations at the site (5 <sup>th</sup> Feb 2014)	community of greater access to historic buildings and events	Establishment of an Access Panel to ensure proposals achieve the greatest access to everyone.
Friends of Harrow Museum Museum Volunteers Local Residents	1:2:1 meetings to discuss the types of events and learning activities a new museum could provide (12 <sup>th</sup> Mar 2014)	Positive for the whole community, improving greater access to engagement and learning activities	Establishment of an Access Panel to ensure proposals achieve the greatest access to everyone.
General Public	On-street surveys about potential of new museum – Town Centre (22 <sup>nd</sup> Mar 2014)	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Further consultation. Establishment of a mailing list of interested parties.
General Public + stakeholders	Open Day with architects and exhibition designers presenting design proposals (29 <sup>th</sup> Mar 2014)	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Further consultation. Establishment of a mailing list of interested parties
General Public	On-street surveys about potential of new museum – Wealdstone (15 <sup>th</sup> Apr 2014)	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Further consultation. Establishment of a mailing list of interested parties
Disabled People 10 individuals from the following groups; Harrow United Def Club, Middlesex Assoc for the Blind, Harrow Assoc Disabled People, Harrow Disability Day Services and Harrow Mencap)	Access Panel site visit & workshop (1 <sup>st</sup> May 2014)	Positive impacts for disabled people making historic buildings & museum collection physically, a/v, & intellectually accessible for the first time ever.	We have created the Headstone Manor Access Panel that has involved different local disability organisations to help reduce physical, sensory and intellectual barriers to the Museum. This group includes: Harrow Disability Day Services, Middlesex Association for the Blind, Harrow Association of Disabled People, Harrow United Deaf Club and Harrow Mencap.  Further consultation with the Access Panel as designs develop. Appointment of Access Consultant within the design team.  Staff and volunteer training will include Equality and Diversity as well as Access and Disability Awareness.

Museum Visitors + Community Group Stakeholders (Headstone Manor)	Surveys of general visitors to the museum and at events such as May Day festival; telephone interviews with stakeholders.	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Further consultation
Carramea Community Resource Centre (BAME Groups including Harrow Anti-Racist Alliance, Russian Immigrant Association, Harrow Kuwait Community Association, Kurdish Community group and Indian Association of Harrow))	Focus group to discuss the potential of the new museum (6 <sup>th</sup> May 2014)	Positive impacts for greater access to historic buildings, engagement, learning and community events. Opportunity to enrich the museum collection with artefacts and oral histories which reflect the modern diverse population of Harrow, currently under-represented in the collection.	Further consultation Proposals for targeted activities to attract future participation in events from these groups have been developed
Families	Focus group to discuss the potential of the new museum (10 <sup>th</sup> May 2014) Surveys with family groups at the Museum Open Day and May Day. Liaison with NCT Harrow Chair Interview with Home Educator	Positive impacts for greater access to historic buildings, engagement and learning. Particular opportunity to support early years & intergenerational learning	Further consultation Proposals for targeted activities to attract future participation in events from these groups have been developed  Explore the appointment of Youth and Family Engagement Officer – suggestion from Young Peoples Group
Indian Association of Harrow	Presentation at meeting & guided tour of Headstone Manor (13 <sup>th</sup> May & 20 <sup>th</sup> Jun 2014)	Positive impacts for greater access to historic buildings, engagement, learning and community events. Opportunity to enrich the museum collection with artefacts and oral histories which reflect the modern diverse population of Harrow, currently under-represented in the collection. IAH has provided a letter of support for the project.	Further consultation Proposals for targeted activities to attract future participation in events from these groups have been developed
General Public	On-street surveys about potential of new museum – Tesco Station Road (30 <sup>th</sup> May 2014)	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Further consultation. Establishment of a mailing list of interested parties.
General Public	On-street surveys about potential of new museum – Harrow Leisure Centre (14 <sup>th</sup> Jun 2014)	Positive impacts for the whole community of greater access to historic buildings, engagement,	Further consultation. Establishment of a mailing list of interested parties.




Local residents	Presentation at Headstone Residents Association AGM	learning and community events	Further consultation.
Young People	Focus group with 100% Group – Harrow Arts Centre Focus group with the young volunteers at Headstone Manor Museum Targeted on street engagement Kate O'Connor – secondary education visits – check who she is?	Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events  Positive impacts for the whole community of greater access to historic buildings, engagement, learning and community events	Proposals for targeted activities to attract future participation in events from these groups have been developed Explore the appointment of Youth and Family Engagement Officer – suggestion from Young Peoples Group.

### Stage 5: Assessing Impact and Analysis

**10.** What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

49 Protected characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓		Children – 4,000 children (aged 5-11) per year will lose the opportunity to learn about Harrow's history through taught sessions  Young people – 25-30 young people (aged 14-25) per year will lose the opportunity to volunteer and gain valuable skills  Carers of children – 200 children (aged 0-11) per year and their carers will lose the opportunity to participate in low-cost, high quality learning events  Older people  60 people (aged 60-90) per year will lose the opportunity to stay fit and active by volunteering at the museum	

		<p>500 people (aged 50-100) per year will lose the opportunity to attend low-cost, high quality learning events</p> <p>1,500 people (aged 50-100) per year will lose the opportunity to participate in free social music activities every Sunday</p> <p>11,500 visits to the museum by people aged 60+ will not take place each year, removing a free, local opportunity to be social, active and engaged in learning</p> <p>Should the Arts Centre close an estimated 15,250 young people would be directly affected. 6% of the audience at Harrow Arts Centre are under the age of 25 with 85% of young people under 25 participating in arts and educational programmes at the centre. Young people have adopted the Arts Centre as their home with 95 arts award qualifications being undertaken here alongside award winning and externally funded positive youth activities that are recognised as exemplar. Should the Arts Centre close the negative impact on the health and wellbeing of young people would be felt keenly across the Borough. It is recognised that there are seven clusters of social and emotional capabilities that support the achievement of positive life outcomes for young people, including educational attainment, employment and health. The clusters are:</p> <ol style="list-style-type: none"> <li>1) Communication</li> <li>2) Confidence and Agency</li> <li>3) Creativity</li> <li>4) Managing Feelings</li> <li>5) Planning and Problem Solving</li> <li>6) Relationships &amp; Leadership</li> <li>7) Resilience &amp; Determination</li> </ol> <p>These are recognised and embedded in the participation programme at the Arts Centre. In addition 1600 young people would lose the opportunity of performing music as part of their programme of work with Harrow Music Service</p> <p>Our conclusion is that there will be a major impact on young people within the Borough should the Arts Centre close. It would have a detrimental effect on their health and wellbeing with no positive activities programme provided elsewhere in the Borough. There would be no opportunity for performance within the Borough for the thousands of young people who currently actively participate in the arts and culture.</p>
		

			<p><b>Headstone Manor Museum</b></p> <p>Greater physical access to the historic buildings</p> <p>Greater physical/ multi-sensory access to the museum collection</p> <p>Free access to stimulating environment with opportunity to meet other people/ carers</p> <p>Free access to learning resources for pre-school children</p>		
Disability (including carers of disabled people)	✓	✓	<p>2,500 visits to the museum by disabled people will not take place each year, removing a free, local opportunity to be social, active and engaged in learning</p> <p><b>Headstone Manor Museum</b></p> <p>Greater physical access to the historic buildings</p> <p>Greater physical/ multi-sensory access to the museum collection</p>		
Gender assignment		✓	<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>		
Marriage and Civil Partnership		✓	<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>		
Pregnancy and Maternity		✓	<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>		
Race	✓	✓	<p>9,250 visits to the museum by people of BAME origin will not take place each year, removing a free, local opportunity to be social, active and engaged in learning</p>		

				<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>	
Religion or Belief		✓		<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>	
Sex		✓		<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>	
Sexual orientation		✓		<p><b>Headstone Manor Museum</b></p> <p>Free access to historic buildings and museum</p> <p>Opportunity to learn about history of local area and contribute own perspective to contextual information</p>	
<b>52</b>					
<p><b>1.1. Cumulative Impact</b> – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p>					
<p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>					
<p><b>1.1a. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p>					
<p>If yes, what is the potential impact and how likely is to happen?</p>					
				Yes	No
				Yes	No
					<b>x</b>
					<b>x</b>

**12.** Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

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

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

57  
3

### Stage 6: Decision

**13.** Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
<b>Outcome 2</b> – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
<b>Outcome 3</b> – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	
	✓

### Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability	Office space with suitable access for motorised wheelchair.	Office accommodation plan agreed and tested prior to 'go live' date.	From 'go live' date of new structure.	Amit Kandelia	N/A
Pregnancy and Maternity	Office space that can be accessed via lift or on ground floor.	As above	As above	Amit Kandelia	N/A

54

### Stage 8 - Monitoring

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (Also Include in Improvement Action Plan at Stage 7)	
<p><b>The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.</b></p> <p>The proposals will be reviewed through regular 1:1 meetings, team meetings and Senior Management Team meetings. This EQIA will continue to be reviewed and updated during the course of the project.</p>	
<p><b>16. How will the results of any monitoring be analysed, reported and publicised? (Also Include in Improvement Action Plan at Stage 7)</b></p> <p>Any adverse effects that appear will be included in risk assessments and reported quarterly via CCIB.</p>	

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Comments received have been entered into an issue log	
<b>Stage 9: Public Sector Equality Duty</b>		
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.	(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
See action plan.	N/A	N/A
<b>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b>		
<b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b>		
51 51 Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Marianne Locke	Signed: (Chair of DETG) Carol Yarde
Date:	21 April 2015	Date: 21 April 2015
Date EqIA presented at the EqIA Quality Assurance Group	Signature of ETG Chair Carol Yarde	

This page is intentionally left blank



## REPORT FOR: **CABINET**

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Response to Overview and Scrutiny Challenge Panel report on 'Libraries'
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Marianne Locke, Divisional Director of Community and Culture
<b>Portfolio Holder:</b>	Councillor Sue Anderson, Portfolio Holder for Community, Culture and Resident Engagement
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No as the recommendation is for noting only.
<b>Wards affected:</b>	All
<b>Enclosures:</b>	None

### Section 1 – Summary and Recommendations

**Recommendations:**

Cabinet is requested to note the response to recommendations of the Scrutiny Challenge Panel.

**Reason:** This report sets provides members with officer feedback in response to the Scrutiny Challenge panel report 'Libraries'

## Section 2 – Report

### 1. Introductory paragraph

1.1 The Libraries Challenge Panel Review, which reported in April 2015, drew from a range of sources including desktop research and the recent consultation with Harrow residents on Harrow libraries, council officers from both Ealing and Harrow Councils, as well as from Carillion, the contractor for library services for both of the boroughs. A joint committee meeting was held with colleagues from Ealing Council to scrutinise performance on the contract with Carillion and held two further challenge panel sessions to examine more Harrow-specific issues. In addition, the Panel drew on the insight from a number of library users and young people who sat on the review and helped both in gathering evidence and framing final recommendations.

### 2. Outcome of the Panel Review

2.1 The review's key findings and recommendations are themed under the following headings:

- Libraries performance
- Stock fund
- Reviewing opening times
- Strategic direction for Harrow libraries – including the programme of refurbishment, libraries as social hubs, library closures, and vision
- Alternative models of library provision
- Marketing and user engagement

2.2 The Panel was conducting its review at the same time as the Library Strategy was being considered by Cabinet. The Panel view Harrow's library strategy as an evolving and living document and therefore hopes that suggestions from the Scrutiny review can be used to help in delivering the strategy for Harrow's residents. The report also includes a number of case studies from other local authorities which may provide some insight into innovative approaches elsewhere in the country.

### 3. Response to Scrutiny Panel report

**RECOMMENDATION 1:** *Carillion should improve some of their performance measures to better measure future trends (e.g. demand for e-books) and collect data to capture all usage of libraries, for example more data around active membership should be analysed to better ascertain in what ways are people active in libraries, and not just rely on stock issues.*

Response: Agreed. Harrow officers will work with Carillion to agree definitions of library usage for measurement. Carillion have already adopted the 'active membership' measure above.

**RECOMMENDATION 2:** *That the recommendations from the joint committee meeting with Ealing Council on 4 March 2015 be noted: The Committee resolved that:*

- (i) the reports from Ealing Council, Harrow Council and Carillion Integrated Services be received;**
- (ii) a proactive approach be taken in the promotion of libraries and library events around the borough;**
- (iii) information on how to sign up for library 'e-bulletins' be forwarded to Councillors for filtering to constituents;**
- (iv) community groups be closely involved in the shaping of opening-hours and space hire rates;**
- (v) it be ensured that no services are restricted to an online only offer;**
- (vi) the importance of data capture for better insight be highlighted;**
- (vii) opening hours always be considered within the context of local needs;**
- (viii) officers be asked to continue to embed staff training on signposting;**
- (ix) That a regular annual review of the library contract be undertaken by Scrutiny each year.**

Response:

- i) The Panel received reports as outlined.
- ii) Agreed and outlined in Harrow's Library Strategy and in discussion with Carillion.
- iii) Agreed and will be sent out to all Members. The link for joining the e-newsletter mailing list can be found at:  
<http://www.ccslibraries.com/libraries/harrow-libraries/libraries>
- iv) Agreed. Although this recommendation pertained to a particular Ealing Library, it can be seen as good practice for adoption elsewhere.
- v) Partially agreed. Some services are by their very nature only available online e.g. e-newsletter, e-book downloads etc. However, Harrow's Library Strategy sets out the core service which will continue to be provided which include e.g. books for loan.
- vi) Agreed. The Library Management System can provide a range of information which helped to inform the development of the library strategy such as postcode information of users etc.
- vii) Agreed. Harrow's review of opening hours is being informed by consultation results.
- viii) Agreed. Will work with customer services team on key areas for signposting.
- ix) Noted.

**RECOMMENDATION 3: Officers further research into the trend linking reductions in stockfund and fewer visits to libraries to ascertain whether it is replicated in other boroughs, and if so what are they doing to remedy.**

Response: Agreed although it is unclear that there is a direct or causal link as reductions in stockfund have not led to equivalent reductions in stock purchases due to the reducing costs of books etc.

**RECOMMENDATION 4: Carillion uses the audience development plan to review how the needs of specific communities are being met through libraries stock plans, and that Harrow's libraries are adequately adapting to the changing demographics of parts of the borough. Carillion should**

***undertake further research into 'hidden communities' in Harrow so as to better understand current and future needs around library provision.***

Response: Agreed. Officers will monitor the audience development plan and library stock plans to ensure that newer or 'hidden' communities (e.g. Romanian) are taken into account.

***RECOMMENDATION 5: Harrow libraries engage with users around the spending on the stock fund to ensure that stock provided meet the needs of library users.***

Response: Agreed. The contract requires Carillion to set-up Library user Forums and involvement with stock decisions will be part of delivering any new library facilities such as the new Town Centre Library.

***RECOMMENDATION 6: the council makes better use of school buildings and school libraries in providing library services, especially to mitigate the impact of library closures for young people.***

Response: Agreed. Discussions are already underway with Shaftesbury School on provision in the Hatch End area. In addition, officers will look at the potential for school library service to extend and for school students to order library books online via their school resource centre or ICT.

***RECOMMENDATION 7: Harrow's strategy should be a living document that is systematically reviewed and updated on a regular basis, taking on board the suggestions made by this scrutiny review group. It should seek to answer questions such as 'what will Harrow's libraries look like beyond the programme of refurbishment?' and 'what does Harrow's library service, fit for the 21st century, look like?'***

Response: Agreed. Officers will bring an update on the first year of implementation to Cabinet in April 2016.

***RECOMMENDATION 8: In any future decisions around the closure of libraries, the knock on effects on local communities and infrastructure must be more fully considered as libraries are a key part of local district centres. The council must look at the opportunities offered by regeneration plans in assessing how library provision can fit in the plans. The impact on local communities and the local economy should be paramount in any decisions made.***

Response: Agreed. Officers will bring an update on the first year of implementation to Cabinet in April 2016.

***RECOMMENDATION 9: More work is done to analyse data around the decline in visitor numbers and look for correlations with other indicators, drawing on existing research where appropriate. This should be used to inform the development of plans for a new library in Harrow town centre.***

Response: Agreed. Officers will continue to review new and existing research and work with Carillion and local residents on the development of the new library in Harrow town centre.

***RECOMMENDATION 10: The council ensures that any proposals for community libraries that are seriously considered are based on robust business cases that can demonstrate serious financial planning and***

***solid plans for sustainability. For the council to back any proposal it must be feasible.***

Response: Agreed. Officers have drafted an application form which requires community proposals to outline financial business cases and sustainability. Proposals will be assessed with the support of officers from Finance and Procurement.

***RECOMMENDATION 11: Carillion's marketing strategy better captures the attention of users and promotes what services are available to library users, as well as plans strategies to target those residents who do not currently use libraries. Carillion should ensure that its marketing plan for 2015-16 is more externally focussed, more challenging with suitable targets and timelines, and demonstrates more innovation. With a programme of refurbishment ahead, the marketing plan should include a comprehensive engagement plan also.***

Response: Agreed. Officers will review marketing strategies with Carillion and the new communications team in Harrow to ensure that the marketing is targeted at external audiences as well as existing library users. This will be especially important with the proposed introduction of new services such as click and collect.

***RECOMMENDATION 12: There is better engagement with schools as this is currently an untapped opportunity.***

Response: Partially agreed. Please see response to recommendation 6 above. However, it should be noted that many schools already engage with Harrow libraries in a full programme of school visits and through initiatives such as Summer Reading Challenge. In addition, new initiatives such as the Lego Innovation Studio will be targeted at schools.

***RECOMMENDATION 13: The Library Service works with the Harrow Youth Parliament in order to better promote the library services available particularly to young people. An example of this would be 'Library in Your Living Room' – free access to online newspapers and magazines for library card holders, even when outside of the library .***

Response: Agreed. Officers will ensure that Carillion engages with Harrow Youth Parliament particularly on the 'Library in your living room'

***RECOMMENDATION 14: The resources available to library users, for example online resources, should be better publicised within libraries, not just at PN terminals but displayed by means of posters on noticeboards for example.***

Response: Agreed. Officers will discuss the best way of doing this with Carillion. Posters advertising 'Library in Your Living Room' are already displayed in every library and at other venues (such as Harrow Civic Centre).

## 4. Legal Implications

4.1 The Public Libraries and Museums Act 1964 makes it the duty of every library authority to provide a “comprehensive and efficient library service for all persons desiring to make use thereof”. The recommendations in this report and in the delivery of the Library Strategy would support this by making the library service more efficient in delivery and extending the range of services on offer to reach more customers.

## 5. Financial Implications

5.1 The library services revenue budget for 2015-16 is £2.1 million. There are no financial implications in this report that are not already contained within the Library Strategy report approved by Members in March 2015. As a ‘living document’ the library strategy will reflect the provision which can be delivered within a changing financial envelope.

5.2 In addition to the revenue funding, the MTFs assumes a capital budget for library and leisure services of £300,000 per annum for 2015-16 to 2016-17, and £150k per annum for 2017-18, together with a specific allocation of £1m in 2017-18 for any refit and refurbishment work arising from the Library Strategy.

## 6. Equalities implications / Public Sector Equality Duty

A full Equalities Impact Assessment on the proposals in the Library Strategy was conducted and is available as a background document..

## 7. Council Priorities

The Council’s vision:

### **Working Together to Make a Difference for Harrow**

- Making a difference for the vulnerable  
The Library Strategy aims to extend services such as the Housebound Library Service for older or disabled people who may not be able to get to a library building.
- Making a difference for communities  
By providing safe library spaces offering a range of community events and activities and access to free internet, WiFi etc.
- Making a difference for local businesses  
Through projects such as Enterprising Libraries and Creative Spaces, offering support for individuals and SMEs in employment and business innovation.
- Making a difference for families  
By providing services in community locations such as Children’s Centres, the Library Strategy aims to bring books and the love of reading where residents are most at need.

### Section 3 - Statutory Officer Clearance

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 6 May 2015		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 May 2015		

\*

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO as no decision required, report for information only</b>
<b>EqIA cleared by:</b>	

### Section 4 - Contact Details and Background Papers

**Contact:** Marianne Locke Divisional Director Community & Culture 020 8736 6530

#### Background Papers:

Report from the Libraries Scrutiny Report April 2015:

<http://modern.gov:8080/documents/b19477/Supplemental%20Agenda%202%20Thursday%2023-Apr-2015%2018.30%20Cabinet.pdf?T=9>

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

**NOT APPLICABLE**

*[Call-in does not apply, as the  
Recommendation is for noting  
only]*



**REPORT FOR: CABINET**

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Procurement of Housing Responsive Repairs Contracts from June 2016
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Lynne Pennington, Divisional Director of Housing Services
<b>Portfolio Holder:</b>	Councillor Glen Hearnden, Portfolio Holder for Housing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	None

**Section 1 – Summary and Recommendations**

This report asks Cabinet for authority to go to the market to procure Responsive Repairs Contractors to be in place by June 2016 when the current contracts expire.

**Recommendations:**

That Cabinet:

Give authority to officers to undertake a procurement process for contractors to deliver the responsive repairs service to the Council's Housing stock when the current contracts expire in June 2016.

**Reason (for recommendation):**

The current Housing responsive repairs contracts are due to expire in June 2016 and there is no option to extend. As there will be quite a lengthy procurement exercise, both because of the value of the contract and the need to ensure that significant improvements in service delivery are protected, Cabinet approval is required to begin the process of procuring contractors, and to award contracts to deliver the service from 2016 onwards.

## **Section 2 – Report**

### **Introductory paragraph**

Existing contractual arrangements for the delivery of responsive repairs to tenants and leaseholders of the Council's housing stock expire in June 2016. There is no option to extend existing contracts, so to enable us to continue to meet our obligations to maintain our stock we need to procure contracts to be effective from 1<sup>st</sup> July 2016.

### **Options considered**

The option of extending the existing framework contracts, because they were performing so well was considered, but discounted because public procurement rules do not allow an extension and therefore there would be a risk of challenge from the market.

### **1. Background**

1.1 In 2012 the Council changed the way it delivered responsive repairs services to the housing stock by moving away from using a single contractor that provided both responsive repairs and major works on the capital programme. A 4 year framework contract was let, in 3 separate lots that divided the borough into 3 geographical areas to deliver responsive repairs. Slade were awarded the contract for the Central area and Wates (formerly known as Linbrook) were awarded the contract for the East and West areas. These contracts expire in June 2016 and there is no option to extend existing arrangements.

1.2 This new way of delivering the contracts has been very successful with customer satisfaction with the service showing a significant improvement. Unit costs for individual repair orders have decreased by an average of 20% since 2012 which has meant we have been able to do more works than we used to, examples being fence repairs, upgrading communal lighting and health and safety remedial works. In addition the Council's commitment to investing in Harrow has been met and much greater social value has been obtained through the contracts. For these reasons officers propose to tender the contracts in a similar way i.e. in the 3 separate lots and to make every possible effort to encourage small local companies to submit a tender. The only key differences will be to include some relatively low value, but very important mechanical and electrical works in the new specification with a view to reducing the overall number of contracts and to further improve our "right first time" statistics.

1.3 The only other significant change proposed is to reduce both the cost and administrative burden of re-tendering of the new contracts, by awarding a 5 year contract with an option to extend for up to a further 5 years in 1 or 2 year increments. It is difficult to estimate the true cost to the Council of the tendering process as much of the preparatory and evaluation work will be absorbed into officer time, although officers will be diverted from other duties but the need for a project manager is a true additional cost of £40k, and the

extensive statutory consultation required with leaseholders will be another £20k. Awarding longer term contracts gives contractors the additional security that allows major investment in Harrow, which will include a higher expectation from us to achieve on social value and community pay back. Our existing contractors have invested well in Harrow-Slade are a small Harrow based company, and both contractors have employed apprentices, offered training opportunities to local young people, provided community facilities free of charge and sponsored local community events. Longer term contracts allow us the opportunity to set the bar higher on these important contributions to the Borough.

1.4 There are likely to be a number of changes that impact on the type and amount of work managed through the contract over 5 years. For example regeneration plans mean that some homes will be demolished and new ones built and commercialisation strategies currently being explored may offer contractors opportunities to provide services to homes other than Council owned stock. The contract specification needs to be flexible enough to accommodate these changes throughout the life of the contract and for contract values to be set high enough to ensure any changes can be accommodated in the contract.

1.5 Part of the reason the existing contracts have delivered much improved services has been the involvement of residents (both tenants and leaseholders) in monitoring performance and challenging anything that has not gone so well. Regular Contractor Appraisal sessions with each of our main contractors, officers and residents working in partnership have played a major part in ensuring that all performance indicators are met or exceeded, or that an action plan is put in place to ensure prompt improvement on any issues of concern. The residents involved in the appraisal panels have visited contractors' offices to undertake audits to ensure that performance figures are robust. These panels would continue for the new contracts and tenderers will be advised that they are required to adopt this partnership style for monitoring performance and measuring success.

1.6 A workshop was held with residents on 17th February 2015. 10 tenants and leaseholders attended, all of which had been actively involved in the 2011/12 procurement exercise and/or in monitoring contractor performance since the contracts began. The outcome of the workshop was that residents fully support the proposal to let the contracts going forward and they have proposed some areas to consider including in the specification targeted at achieving further improvements to customer service.

1.7 Although the existing contracts do not expire until June 2016 it is proposed to start the process of procuring new contracts in June 2015 as the public procurement regulations apply and we wish to ensure that residents are fully consulted on the specification and can contribute to the evaluation process. Both of these important issues add time to the project plan. In addition we would aim to award the contracts by January 2016 to ensure that adequate time is built into the project plan to allow the successful contractors to mobilise to ensure a seamless handover so that there are no teething problems that could adversely affect service delivery at the start of the contract.

1.8 The contract will be tendered using the 2-stage Competitive Procedure with negotiation i.e. a pre-qualification stage followed by an invitation to tender stage for those short listed bidders who pre-qualify and the option to negotiate if required before award of contract.

1.9 All these proposals have been discussed and agreed at the Housing Contracts Board which meets monthly to consider all procurement and contract matters in housing.

## 2. Proposals and reasons

2.1 This report seeks Cabinet approval to begin the procurement process with the issue of the OJEU contract notice in June 2015.

## 3. Performance Issues

3.1 There have been some very significant performance improvements since the award of the existing contracts, and it is critical that the new contracts further improve on the measures that will be detailed in the specification.

3.2 Examples of the improvements achieved so far measured against the performance under the previous arrangements are given in the table below. We are 100% confident of the accuracy of the figures because of commitment of our residents in undertaking validation audits.

Measure	Performance in May 2012	Performance now
Customer Satisfaction with Repairs and maintenance service	86%	99.58%
Appointments made and kept	94.23%	99%
Repairs completed at first visit	87.46%	97.75%
Repairs completed on time	Not recorded	97.65%

## 4. Environmental Implications

4.1 It is our intention that the delivery of this contract will contribute to the Council's objectives around social, economic and environmental sustainability. We want to do all we can to ensure that we support Harrow's economy by buying locally wherever practical and maximise opportunities for local people in employment and training. The contract specification will ensure that tenders provide detailed information about their contribution to the environment and sustainability.

4.2 This will include everything existing contractors have delivered since 2012, whilst looking for even more of a contribution during the life of the contract such as:

- Targets will be set and monitored for employing apprentices and offering work placements and training opportunities to local young people
- A supply chain that makes best use of opportunities for Harrow businesses and voluntary and community organisations to compete to participate in our supply chains
- Promotion of employment opportunities for Harrow residents
- Environmental performance in such areas of reduction of waste, reducing energy costs and reuse of products and materials

- Supporting Harrow residents and community groups with services and equipment at no or reduced cost

## 5. Risk Management Implications

5.1 Risk included on Directorate risk register? Yes

5.2 Separate risk register in place? No

5.3 The key risk is the inability to deliver the repairs service, to current high standards within budget. Whilst everything is currently on track the risk will increase as we get closer to the end of the existing contracts and a specific risk register will be developed, and reported to Housing Contracts Board as the procurement progresses.

## Legal Implications

Due to the estimated value of the proposed contracts the procurement must be fully compliant with the Public Contracts Regulations 2015

We will also comply with the Councils Contract Procedure Rules

The Council also has a statutory duty to consult with leaseholders on the procurement exercise. This requirement is being factored into the project timetable.

The council has statutory obligations as landlord to maintain its housing stock and the procurement of these contracts will enable it to meet that statutory duty.

There may be TUPE implications for staff employed by existing contractors if they do not win the new contracts, but the council will only need to facilitate the process. The legal consultation and employment obligations will be for the outgoing and incoming contractors to manage.

## Financial Implications

The estimated cost of the contract, across the 3 lots is between £4.725 million and £6.0 million per annum. This cost is based on the historic expenditure in each element of the works that must be undertaken plus an additional element for works that may be required at different stages of the life of the contract.

Funds are set aside in the HRA business plan for the delivery of the responsive repairs service over the next 30 years. The contract will be predominantly funded from the HRA, although there is an option currently being explored for contractors to also provide a service to private sector homes as part of a commercialisation project. The HRA Investment in Services budget will fund the project manager and consultation will be funded through existing service budgets.

In preparation for tendering the contract officers are reviewing the current financial arrangements with a view to having more composite rates, rather

than relying solely on the schedule of rates for costing each element of the repair. This will reduce the administrative burden of the invoicing process in the new contracts. Inflation uplifts over the life of the contract will also be identified in the contract documentation

The existing contracts have delivered well on social value and the need for this to continue and improve will be clearly specified in the contract documentation.

## **Equalities implications / Public Sector Equality Duty**

The procurement exercise is designed to deliver existing policies and strategies maintaining the current level of equality in service provision. The contract specification will be very clear on the equalities related duties on contractors, given the wide range of needs of our customers.

An initial Equality Impact Assessment has been prepared specifically for the procurement exercise. This identified no need for a full assessment at this stage because it did not identify any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality to all tenants and leaseholders are being addressed through the contract specification. The assessment will be updated as the project moves forward.

## **Council Priorities**

This report incorporates the administration's priorities to:

- Making a difference for the most vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference to families

The responsive repairs service is provided to all the Council's tenants and leaseholders –many of whom are vulnerable. The specification for the contract will ensure that the successful contractor is equipped to provide a high level of customer service to all our residents. In addition every effort will be made to ensure that local businesses are encouraged to submit tenders and that added social value to support communities will be a part of the evaluation process.

### Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 May 2015		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 May 2015		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>No, but an initial Equality Impact Assessment was carried out (see above)</b>

### Section 4 - Contact Details and Background Papers

Contact: Maggie Challoner  
Head of Asset Management  
020 8424 1473  
Maggie.challoner@harrow.gov.uk

Background Papers: None

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b> <i>(Call-in applies)</i>
--	---



**REPORT FOR: CABINET**

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Exercising option to extend existing contract with Quality Heating for 4 years
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Lynne Pennington, Divisional Director of Housing Services
<b>Portfolio Holder:</b>	Councillor Glen Hearnden, Portfolio Holder for Housing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	None

**Section 1 – Summary and Recommendations**

This report asks Cabinet for authority to exercise the option to extend the Quality Heating contract for domestic gas boilers repairs, servicing and installation to Council homes by up to 4 years. Officers will review whether the contract is still delivering excellent services and value for money 2 years into the extended contract.

**Recommendations:**

That Cabinet:

Give authority to extend the Quality Heating contract for up to 4 years when it expires in June 2016.

**Reason (for recommendation):**

In 2012 the Council let a 4 year contract to Quality Heating to undertake the repairs, servicing and renewal of domestic gas heating systems. The contractor provides good value for money and performance is excellent. The contract included an option to extend for 4 years, taking us to June 2020. The existing contract expires in June 2016 but we wish to exercise the right to extend it for a further 4 years

**Section 2 – Report****Introductory paragraph**

Quality Heating have delivered an excellent service to Council tenants since 2012 which provides good value for money and all key performance indicators have significantly improved since the contract began, including customer satisfaction which is 99%. This is a particularly important contract because of both the statutory obligations in relation to gas safety and the impact on customers, many of whom are vulnerable, if their heating and/or hot water system breaks down and the partnership that has developed between contractor, tenants and the Council is working exceptionally well.

**Options considered**

The alternative to extending the contract is to undertake a procurement exercise. Although this would be quite a lengthy procurement exercise, both because of the value of the contract and the need to ensure that significant improvements in service delivery are protected, it is usual practice to test the market in this way when a contract comes to an end. However Quality Heating are performing exceptionally well and customers are very happy with the service improvements they have seen since 2012. The recommended option is to extend the existing contract to both protect the excellent service levels and save money in undertaking the procurement exercise.

**1. Background**

In 2012 the Council changed the way it delivered responsive repairs services to the housing stock by moving away from using a single contractor that provided both responsive repairs and major works on the capital programme. As part of this process a 4 year contract was awarded to Quality Heating to undertake the repairs, servicing and renewal of domestic gas heating systems. The contract has an option to extend for 4 years, taking us to June

2020. The existing contract expires in June 2016 and we wish to exercise the right to extend it for a further 4 years.

1.2 There are a number of reasons why this is the recommended option. Firstly Quality Heating have been providing a high quality service, that demonstrates good value for money since 2012. Performance has been monitored through Contractor Appraisal panels that are attended by the contractor, officers and residents who work in partnership to ensure that a consistently high quality service is delivered. This is done by residents robustly monitoring performance and challenging anything that has not gone so well. Originally held monthly these panels have moved to bi-monthly because performance is consistently good, and this has freed up time to concentrate on closer monitoring of smaller contracts. Residents have visited Quality Heating's offices to undertake audits to ensure that performance figures are robust. Examples of the excellent performance are as follows:

- 100% of repairs attended within target time
- 99.53% of repairs resolved at first visit
- Formal complaints at an all time low and all queries resolved on the day they are raised
- Resident satisfaction is 99%
- Resident representatives are consistently impressed with the service - no issues of concern reported during 2014/15
- Quality Heating call centre is well managed and as customers call direct (rather than through Access Harrow) some issues can be resolved over the phone, rather than by an engineer visit
- Capital projects are managed professionally with targets consistently achieved, and sometimes exceeded on planned installations

1.3 One of the most important issues for Harrow is for the gas contractor to play their part in enabling us to meet our statutory obligation to ensure gas safety certificates are held for 100% of properties. Access issues have always made this difficult to achieve and prior to 2012 performance was 98.6 %. When Quality Heating took over they identified a problem which meant our gas servicing figures were actually worse than this because a number of certificates had not been issued correctly.

1.4 Putting things right took a few months but since then figures have consistently improved, and despite delays with the court issuing warrants to force entry where necessary compliance is better than it has ever been. We have hit the elusive 100% twice this year-the first time we have ever achieved this. Quality Heating introduced a prize draw for residents who arranged their annual gas servicing visit promptly, at their own expense, to support our drive to improve these figures.

1.5 Secondly the contract for repairs and servicing is a three star contract, the terms of which are highly competitive. This means that as well as ensuring we continue to provide an excellent service to tenants we know that the contract offers excellent value for money. We have renegotiated basket rates during the course of the contract and this has improved unit costs. Quality Heating have also provided improvements to the service, over and above the original contract specification at no additional cost including taking all repair

calls direct from the customer, rather than through Access Harrow which has ensured more accurate diagnosis and faster response.

1.6 Thirdly we are embarking on a major procurement exercise to award contracts for the Responsive Repairs contracts that also expire in June 2016 and this will be a time consuming exercise. Having one of our key contractors as a constant will help to ensure continuity of service through a difficult time.

1.7 The fourth important service improvement is that Quality Heating have supported the void service to ensure turnaround times are consistently achieved on essential repairs and upgrades and there is successful collaborative working with repairs contractors and the Council voids team. Together our partners have helped us win accreditation through Housemark as the most improved Council on void turn- around times.

1.8 There are a number of social value benefits from the contract. Quality Heating have employed 4 apprentices and ensure a high percentage of their supplier spend is in Harrow. They have provided upgraded appliances in communal kitchens free of charge and sponsored local community events such as Estates in Bloom and supported Tenant Associations events and estate action days. They supported youth centres by providing sports equipment free of charge and have also supported other Council projects, such as warmer homes by installing boilers under the Green Deal arrangements in the homes of vulnerable home owners. All of these will continue in the extended contract.

1.9 All of the above points are important and add value to Harrow, but perhaps overwhelmingly the best aspect of the Quality Heating contract has been true partnership working, which is hard to quantify and place a value on. This is a particularly important contract as we are not only managing Health and Safety issues and compliance with gas safety regulations, but a loss of heating and/or hot water by our tenants, many of whom are vulnerable is a major concern for them. Having a contractor that goes the extra mile to ensure 99.53% of these cases are fixed at the first visit means a much improved service to tenants. Generally our customer's satisfaction with us as a landlord will be influenced by the last repairs problem they had, and how effectively it was dealt with. Our gas contractor is the only one who is required to enter every property annually to undertake the gas service so the added value of a caring contractor who will report back on any concerns regarding the condition of the property, or the welfare of the household is invaluable.

1.10 In addition Quality Heating recently agreed to step in when our communal boiler contractor withdrew at short notice. This left us with a serious problem, just before Christmas in colder weather, when the risk of us being unable to respond to any breakdowns on communal boilers, which largely provide heating and hot water to older people in sheltered housing was unacceptably high. They have worked exceptionally hard to resolve some quite difficult issues, in particular a project to replace an unsafe communal boiler with individual boiler installations to flats at Milmans Close. In summary a contractor who cares about both the quality of the service provided and the welfare of our customers has a very high value to Harrow.

1.11 Our residents value excellent customer service very highly. A workshop was held with residents who have been active in monitoring the performance of the main contractors since 2012 on 17th February 2015. 10 tenants and leaseholders attended, and a number of these had been actively involved in the 2012 procurement exercise. The outcome of the workshop was that residents fully support the proposal to extend the Quality Heating contract for 4 years because they consider they are receiving an excellent service, there is a high level of trust between all stakeholders (Council, Contractor and Customers) and they want that to continue.

1.12 All these proposals have been discussed and agreed at the Housing Contracts Board

## **2. Proposals and reasons**

2.1 This report seeks Cabinet approval to extend the existing contract with Quality Heating up until 2020, with an officer review taking place at the 2 year point of the extended contract.

2.2 Discussions have been held with the contractor to ensure that we continue to receive excellent value and customer service during that period. Quality Heating put a high value on the opportunity to continue working in partnership with Harrow, and so have offered the following commitments, in addition to everything they currently provide if we extend the contract:

### **Value for Money**

Quality Heating will:

- Providing the economic climate remains constant hold all prices at a constant level throughout the duration of the contract.
- Introduce a power-flushing and dosing programme which will help prolong the life expectancy of older appliances. This will also assist with component failure ensuring an increased level of service to our residents and reduced costs to the Council.
- Service Interval Timers will be fitted on all new boiler installations at no extra cost – this will be a saving to Housing of over £100 per unit and will assist with compliance on annual servicing. This is a significant added value as an average of 300 new installations take place each year.

### **Service Quality and partnership working**

Quality Heating will:

- Provide Energy Advice to tenants and attend functions in conjunction with charitable associations such as Age Concern/Citizen Advice Bureau to spread the word more widely in Harrow.
- Regularly attend resident events promoting gas safety and the importance of annual gas servicing.
- Deliver gas awareness training for all housing staff, tenant representatives and Ward Councillors

- Inform the Council of any innovative products that are either new to the market or could be of interest in order to embrace new technologies and support VFM service delivery, and work in partnership to make best use of any opportunities they present

### **Social Value**

Quality Heating will:

- Employ an additional apprentice from the local area (this will bring the total number of apprentices employed on the contract to 5) By the end of the contract in 2020 the apprentice should be a fully qualified gas engineer.
- Continue to support community events such as Estates in Bloom, and provide equipment and update facilities for community use free of charge.

### **Gas Service Initiative**

Quality Heating will:

- Continue with campaign to maintain 100% compliancy by continuing to fund the Quarterly Prize Draw for residents who have had their boiler serviced on the first programmed appointment.
- Work with leaseholders especially those within communal blocks to promote annual gas servicing, and protect both people and properties

### **Gas Repairs**

Quality Heating will:

- Ensure that spares for the appliances installed are included in impressed van stock increasing first time fix rates even further.
- Assist residents with managing energy efficiency, reducing fuel costs as a regular feature of all visits.
- Improve facilities for on line reporting of repairs via the website.

### **New Installations**

Quality Heating will:

- Install room thermostats that can be controlled via the internet or smart phone app, to assist with tenant fuel bills.
- Ensure that disabled or vulnerable residents receive assistance with any disruption that is caused whilst the installation is in progress.

### **New Initiatives**

Quality Heating will:

- Visit vulnerable and disabled tenants during winter months to ensure their heating works well and they are using it efficiently.
- Continue to work with Housing to support sustainability of tenancies by reporting any issues of concern with tenant welfare/safeguarding etc.

- Ensure that carbon monoxide detectors are fitted to all properties where a gas appliance is fitted. This will greatly assist us to comply with new legislation coming in to effect in 2016.
- Work with the Council to develop an offer to the private rented sector through commercialisation.

### 3. Performance Issues

3.1 As detailed above contractor performance is excellent. The table below summarises what has been achieved since the contract was awarded in 2012. We are 100% confident of the accuracy of the figures because of commitment of our residents in undertaking validation audits.

Measure	Performance in May 2012 (N.B. figures are for all repairs as all one contract)	Performance now
Customer Satisfaction with Gas contractor performance	86%	99%
100% of properties with a valid gas safety certificate	98.6	99.8
Repairs completed at first visit	87.46	99.53%
Repairs completed on time	Not recorded	100%

### 4. Environmental Implications

4.1 The delivery of this contract will continue to assist in the achievement of the Council's objectives around social, economic and environmental sustainability. We want to do all we can to ensure that we support Harrow's economy by buying locally wherever practical and maximise opportunities for local people in employment and training, as well as reduce our carbon footprint, and reduce tenants fuel bills through energy efficiency measures. Quality Heating have already demonstrated they can achieve this but have committed to do more if the contract is extended in the following ways:

- Employ an additional apprentice from the local area (this will bring the total number of apprentices employed on the contract to 4) By the end of the contract the apprentice would be a fully qualified gas engineer.
- Continue to support community events such as Estates in Bloom, club sponsorship for the young, trips for the elderly and disabled.
- Do more to promote energy efficiency by installing room thermostats that can be controlled via the internet or smart phone app, offering a courtesy visit to vulnerable and disabled tenants during winter months to ensure there are no issues with their heating and that they are using them efficiently, undertake training sessions on energy efficiency and continue to support delivery of the warmer homes strategy.

## 5. Risk Management Implications

5.1 Risk included on Directorate risk register? Yes

5.2 Separate risk register in place? No

5.3 The key risk is the inability to deliver a high quality gas service that meets all statutory requirements within budget. Whilst everything is currently on track if we do not extend the existing contract the risk will increase as we get closer to 2016 and a specific risk register will be developed, and reported to Housing Contracts Board as the procurement progresses.

## Legal Implications

The Quality Heating contract was originally awarded in 2012, following a procurement process that complied with all legal requirements and the Council's procurement rules.

The option to extend the contract for another 4 years was included in both the OJEU Contract Notice and the Contract so the council can lawfully extend the contract for a further 4 years.

The council has statutory obligations to its tenants including the maintenance of gas appliances and the provision of gas safety certificates under the Gas Safety (Installation and Use) Regulations 1998. This Contract enables the council to meet these statutory responsibilities.

There are no TUPE implications.

## Financial Implications

The anticipated maximum value of the contract is £6 million over 4 years.

The current service handles work to an estimated value of £1,225,000 a year. The breakdown between revenue and capital expenditure is £410,000 for servicing and repair with renewals up to a further £815,000 a year.

Whilst renewals are likely to reduce over the 4 years as more modern boilers are installed, offering a service to the private rented sector through commercialisation, and to our leaseholders to promote the health and safety benefits of annual gas servicing is an option we will look to utilise during the life of the contract. We therefore wish to increase the existing contract maximum value to allow sufficient space for these initiatives.

There is sufficient budget within the HRA business plan going forward to 2020 to award the contract and meet the cost of the elements of the contract that will be funded from the HRA (ie gas servicing and repair and the installation of new boilers in Council property). Other elements that may be introduced during the life of the contract (i.e. offering a service to the private rented sector through commercialisation, and to our leaseholders to promote the health and safety benefits to all residents of annual gas servicing) will be



funded separately and work to establish the income stream and associated costs would need to be completed before this could progress.

There is considerable social value from this contract, which is detailed in the body of the report.

Extending the contract is recommended because it would avoid incurring the costs the Council would incur associated with a large scale procurement exercise.

## **Equalities implications / Public Sector Equality Duty**

Extending the contract will ensure we continue to deliver existing policies and strategies maintaining the current level of equality in service provision. The contract documentation will be very clear on the equalities related duties on contractors, given the wide range of needs of our customers.

An initial Equality Impact Assessment has been prepared specifically for the proposal to extend the contract. This identified no need for a full assessment because it did not identify any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality to all tenants and leaseholders are being addressed through the existing contract specification and contractor appraisal process.

## **Council Priorities**

This report incorporates the administration's priorities to:

- Making a difference for the most vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference to families

The gas repairs and servicing contract is provided to all the Council's tenants who have a domestic gas heating system –many of whom are vulnerable. Quality Heating have demonstrated their commitment to delivering an excellent service to these customers and if we extend the contract are offering more in terms of assisting with the reduction of tenants' fuel bills by providing energy advice and ensuring they understand how to use their heating efficiently. They will also continue to work with us on delivery of the warmer homes strategy to all residents, regardless of tenure.

### Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 May 2015		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 May 2015		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out: EqIA cleared by:</b>	No, but an initial Equality Impact Assessment was carried out (see above)

### Section 4 - Contact Details and Background Papers

Contact: Maggie Challoner  
Head of Asset Management  
020 8424 1473  
Maggie.challoner@harrow.gov.uk

Background Papers: None.

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  (Call-in applies)
--	--

## REPORT FOR: **CABINET**

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Equality Matters – Delivering fair and equitable services
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Portfolio Holder:</b>	Councillor Varsha Parmar, Portfolio Holder for Public Health, Equality and Wellbeing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No as the report is for noting
<b>Wards affected:</b>	All Wards
<b>Enclosures:</b>	Appendix 1: Equalities in Employment Action Plan

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

#### **Summary:**

This report provides an update of the Council's performance against its equalities agenda in the last twelve months (2014/15) as well as summarising the actions taken in response to the recommendations from the investigation commissioned in March 2014 into alleged institutional racism.

## **Recommendations:**

Cabinet is requested to:

1. Note the Council's progress against its equalities agenda as well as the response to the recommendations in the report into allegations of institutional racism.

### **Reason: (For recommendations)**

A greater awareness of the council's work in mainstreaming equalities.

## **Section 2 – Report**

### **1. Introductory paragraph**

- 1.1 In order to ensure equalities is at the heart of its work, the Council has recently incorporated its 'Corporate Equality Objectives' into the Corporate Plan. This not only highlights the administrations commitment to equality of opportunity and equitable services but will ensure we meet the outcomes anticipated through the corporate priorities.
- 1.2 This report provides an update against the Council's work on equalities in general but also highlights the progress made against the recommendations from the report into allegations of institutional racism commissioned in March 2014.

### **Options considered**

- 1.3 The options considered were not to take forward any recommendations from the report into allegations of institutional racism. This option was not chosen because the recommendations were positively received providing the Council an opportunity to further improve our work on equalities.

## **2 Background**

- 2.1 Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and the community, that helps make Harrow such a great place to live, work and visit. The borough's diversity is something to value and encourage and this report highlights the Council's commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.

- 2.2 At Harrow, we've been focusing on equality as a means of service improvement for a very long time. We continue to be determined to provide the best possible opportunities for the people of Harrow by: ensuring that our workforce is reflective of the Borough's population; that people using our services feel that they are treated with dignity and respect at all times; working hard with businesses to get investment in jobs and local facilities; tackling unemployment; and ensuring the best possible health and care services for our residents.
- 2.3 In the course of 2013/, the Council faced several challenges around race equality which culminated in an accusation that the Council was Institutionally Racist. In March 2014, the Council commissioned an independent review of this accusation undertaken by Dalwardin Babu, OBE, the former Police Borough Commander for Harrow. The report is unequivocal that "there is no evidence that I have seen that supports the allegation that Harrow Council is Institutionally Racist". However, it did put forward a number of recommendations to assist the council in continuing to build on the sound foundations of employee relations and to meet the Council's corporate equality objective of having a workforce that is representative of the communities it serves.
- 2.4 In response to the recommendations, the Policy Team in conjunction with Human Resource Development developed an Action Plan which was agreed by the Corporate Equalities Group on 12 June 2014.
- 2.5 The Corporate Equalities Group is responsible for the co-ordination and management of the equalities agenda across the Council. It is chaired by a Corporate Director and the membership comprises of senior officers representing all Directorates, the Corporate Policy Team, HR, the Unions, the Staff Making a Difference Group as well as representatives from the Voluntary and Community Sector organisations.
- 2.6 The section below summarises the progress made against each of the nine recommendations.

**Recommendation 1:** Ensure managers and staff have their awareness raised on key faith and cultural events to ensure respect for all faiths and beliefs in order to deliver an effective service to all the communities.

Progress as follows:

- A communications plan to promote and highlight the good work being done in relation to the Public Sector Equality Duty (PSED) to reduce inequality, advance equality of opportunity and foster good relations both internally and externally has been agreed. This includes promoting diversity events such as Black History Month, LGBT History Month, Carers week etc both internally and externally on an ongoing basis.
- Reviewed and updated the Equality and Diversity pages on both the Hub (the internal intranet) and internet to include information on the PSED, legislation and diversity events.

- Introduced mandatory Equality and Diversity training for all new staff to complete within the first eight weeks of employment and a refresher for all existing staff to complete every two years.
- As part of our Learning and Development programme, delivered 34 Equality and Diversity related workshops for managers and frontline staff attended by 478 delegates.
- In June 2014, produced and published guidance on Ramadhan for all managers, staff and members to coincide with the month of Ramadhan.
- Produced and published a Multi-Faith guidance covering the beliefs and practices of the main faiths in Harrow which has been publicised to all managers, frontline staff and Members.

**Recommendation 2:** Review existing senior appointments panel processes in terms of recruitment agencies and diversity panel, in line with the Supplier Diversity Commitment and the Corporate Procurement Policy.

Progress as follows:

- Invitations to tender for supporting recruitment to interim and permanent senior appointments have been extended to an organisation specialising in diversity.
- We have maintained our commitment to the positive about disabled people initiative which (providing we continue to meet a criterion) allows the Council to use the two tick symbol in our recruitment to encourage people with disabilities to come and work for the Council.
- We are considering other initiatives such as Stonewalls Diversity Champions Programme, mindful employer, investors in diversity which will be presented to the CEG to consider signing up for.

**Recommendation 3:** Develop a comprehensive leadership and Mentoring programme for BAME staff.

Progress as follows:

- We have commissioned a Leadership Development Programme for staff with managerial and supervisory roles. BAME staff were strongly encouraged to participate and the proportions of BAME staff in the first cohorts was as follows:

	<b>BAME</b>	<b>Unknown</b>	<b>White</b>
Future Leaders	54%	8%	38%
Senior Middle Managers	36%	21%	43%
Frontline Managers	52%	8%	40%

- The proportion of BAME staff on the programme is higher than their representation in the workforce.

**Recommendation 4:** to review Directorate Equalities Task Group Chairs and consider that all four groups be chaired by tier three management personnel.

Progress as follows:

- The Terms of Reference for Directorate Equality Task Groups (DETGs) has been reviewed and agreed at the Corporate Equalities Group in October 2014.
- Directorates have made good progress with regards to reviewing the membership, meetings and effectiveness of their DETGs.
- The role of DETGs is well publicised in the Corporate Induction to new staff, the Hub and internal communication.

**Recommendation 5:** Review Dignity at Work and Conduct Procedures findings and commission independent report on disproportionality in BAME staff initiating procedures and / or being subject of Conduct Procedures.

Progress as follows:

- The terms of reference for the review were agreed by the Corporate Equalities Group who also agreed that Harrow Equalities Centre be commissioned to support the review. The findings were reported to the Corporate Equality Group in December 2014 and the Employees Consultative Forum in January 2015.
- The review found that there was no evidence of less favourable treatment of any particular group, and no evidence of direct or indirect discrimination.
- The review did identify a number of issues regarding the application of the procedures across all staff groups and set out recommendations for development aimed at supporting consistency. These were accepted by the Corporate Equality Group and are being implemented.

**Recommendation 6:** ensure that lessons learnt from findings in Dignity at Work and Conduct Procedures are fed into the organisation and help to improve employee relations.

- See 5. Above

**Recommendation 7:** Re-launch the BAME workers group with terms of reference for appropriate portfolio holder or Director to co-chair. Provide time for staff to attend.

Progress as follows:

- The staff survey showed that 66% of respondents stated they do not plan to get involved in any support groups – 52% of which cited that they did not think the groups were relevant to them and there was support for a single staff group.
- Established and continue to support the staff Making a Difference Group (MADG), which meets on a regular basis and is also represented at the Corporate Equalities Group (CEG).

**Recommendation 8:** Harrow Council's procurement and commissioning services can be more explicit in their desire to have staff from commissioned services reflecting the local BAME community.

- The Council's procurement and commissioning services practices fully embrace the principles of the Equality Act 2010 and where required all procurement and commissioning is subject to equality impact assessment, equality objective setting and monitoring as appropriate.

The Council's standard contracts require contractors to assist the Council to comply with its public sector equality duties and to act in a manner compatible with those duties. The contracts also impose specific duties on the contractor to comply with equalities legislation.

**Recommendation 9:** Harrow Council to develop a specific communications strategy that explains its Public Sector Equality Duty and acts as a myth buster for its staff and the local community.

- See 1. above

Some of the other achievements in the last twelve months include:

- **Our Harrow, Our Story** – As a public body we are required each year to publish equalities data about our service users with regards to service take up, satisfaction and complaints. In order to ensure that the data published is easy to understand and to ensure transparency with regard to progress in addressing inequality and delivering services reflective of the needs of our community, the Council prepared and published equalities information/data in the form of a narrative document 'Our Harrow, Our Story' which is available on our website. The Equality and Human Rights Commission undertook a review of how public services generally complied with the requirement to publish data and singled out Harrow Council as the best practice exemplar for the transparency and ease of access to the data that we provided.
- **Corporate Equality Objectives** – To ensure equality is at the heart of the Council's business, the Council's Equality Objectives have been incorporated into the Corporate Plan, which not only support the Council's



priorities but performance against these will be measured through the Council's performance framework, and reported to Cabinet regularly.

- **Multi-Faith Quiet Room** – In June 2014, the staff Making a Difference Group (MADG) has set up and opened Harrow Council's first Multi-Faith Quiet room. The venue is extremely well utilised with great feedback from staff.
- **Personal Budgets** - Final results from the Adults Social Care Outcomes Framework (ASCOF) for 13/14 confirmed that Harrow (47.1%) is the national leader for cash Personal Budgets. The 2014/15 indicator has been split into two separate results showing service users and carers separately. We set challenging targets of 60% against the service user outcome and 100% for carers and are pleased to report that both of these targets have been achieved. We believe that this should maintain our position nationally.
- **Harrow on the Hill Station** - Transport for London and Harrow Council have completed a feasibility study into options for providing step free access between the public highway and the railway platforms at Harrow on the Hill station. Funding options are now being investigated.
- **Accessibility Forum** - Harrow Council is a founding member of the West London Sub-regional Accessibility Forum launched last year. The purpose of the Forums is to provide a strategic level channel of communication between Transport for London and disabled and older people in London on all matters affecting their mobility and use of public transport. To meet this objective the Forum will help TfL, the Boroughs and transport operators to understand the needs and priorities of disabled and older Londoners and visitors to London, provide a sounding board for consultation and discussion of new transport proposals, projects and schemes, provide a channel for action on agreed priorities and developments and promote mobility solutions across London.

Although significant progress has been made against the above recommendations, we are mindful that there is always room for improvement with regards to equality of opportunity. We therefore have an annual rolling equalities action plan (**Appendix 1**) to address the findings from the Annual Equalities in Employment Report. This year, the action plan also includes the outstanding actions we are still working towards from the action plan agreed in response to the recommendations from the review.

### **3. Environmental Implications**

- 3.1 There are no environmental implications as a result of the recommendations in the report.

#### **4. Risk Management Implications**

- 4.1 Incorporating the Corporate Equality Objectives within the Council's Corporate Plan and measuring our performance against these in the Council's performance framework will mitigate the risk of delivering adverse service, and ensure services are meeting the needs of our diverse community.

#### **5. Legal Implications**

- 5.1 The steps outlined in this report assist the council in complying with the public sector equality duty in the Equality Act.

#### **6. Financial Implications**

- 6.1 Any cost relating to any equalities work or the Corporate Equality Objectives is contained within existing budgets.

#### **7. Consultation**

- 7.1 This report has been consulted upon with the Corporate Equalities Group, the Corporate Strategic Board and the staff Making a Difference Group.

#### **8. Equalities implications / Public Sector Equality Duty**

- 8.1 There are no adverse equalities implications to the Council in making this decision. The Council's 'Equality Objectives' will address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the statutory requirements of the Public Sector Equality Duty introduced by the Equality Act 2010.

#### **9. Council Priorities**

- 9.1 The Council's 'Equality Objectives' support all the Council's Corporate Priorities and are incorporated within the Corporate Plan.

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

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 6 May 2015		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 6 May 2015		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO</b>
<b>EqIA cleared by:</b>	

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

**Contact:** Mohammed Ilyas, Policy Officer, Strategic Commissioning,  
 Email: [mohammed.ilyas@harrow.gov.uk](mailto:mohammed.ilyas@harrow.gov.uk)  
 Tel: 020 8424 1322, ext. 2322

**Background Papers:** None

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in does not apply, as the recommendation is for noting only]</i>
--	--

This page is intentionally left blank

## Appendix 1

### Equalities in Employment Action Plan January 2015

This Action Plan has been developed following analysis of the 2013/14 employment equalities data. It should be read in conjunction with the main report to the Employees' Consultative Forum of 13 January 2015.

Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Representation of BAME in workforce does not reflect the local community and proportion of BAME appointments is not consistent with proportion of BAME applications	BVPI 42% of workforce are BAME employees	New online recruitment system, including new application form, introduced from April 2014 to support consistency and quality assurance of the process. Now embedded, this work provides a foundation for specific recruitment initiatives.	1	HR and Permps to provide information and promote the use of specific advertising job boards and journals accessed by the BAME community, to Directorates	Munira Kachwala / HR
Underrepresentation of employees with disabilities in the workforce and proportion of appointments of applicants is not consistent with	BVPI Staff with disabilities make up 3% of the workforce	New training	2	Directorates to focus on how they can attract high calibre BAME applicants and applicants with disabilities at all levels in any external recruitment campaigns.	Chairs of Directorate Equality Task Groups / Corporate Directors (ETGs/CD)
			3	Directorates to consider how they can positively promote working in their services as an aspirational place to work to specific groups, including potential BAME applicants and potential applicants with disabilities	ETGs/CD
			4	HR to review Corporate recruitment materials to promote positive messages on diversity and inclusiveness	Ruth Phillips / HR

proportion of applications received		<p>programme 'Equitable and Fair Recruitment and Selection' introduced with very positive feedback</p> <p>Reviewed and re-promoted guidance to managers on supporting staff with disabilities, including making reasonable adjustments</p> <p>Highlighted the Two Ticks commitment to all Managers at shortlisting stage</p> <p>Publicised the role of the Disability Employment Adviser, who is now getting more contact from staff and managers</p>	5	<p>HR/ OD to continuously review training and encourage all managers to attend to update knowledge and understanding</p> <p>Consult with MADG Group on ideas about how to attract applicants from different groups within the community</p> <p>HR to embed considerations of disability issues into the new Managing Sickness Absence Policy and Procedure, including advising Managers' responsibilities in arranging reasonable adjustments to support employees with disabilities</p>	<p>Ruth Phillips / HR</p> <p>Jon Turner / ETGs/CD</p> <p>Ruth Phillips / HR</p>
6	7				

Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Under representation of BAME employees and employees with disabilities at higher levels in the workforce	20% of top 5% of earners are BAME employees  20% of top 5% of earners are disabled	Employees from the identified underrepresented groups, including BAME were actively encouraged to apply for leadership development courses - representation of BAME staff on all three programmes is higher than in the workforce.  2 day development programme for Managers on coaching and mentoring introduced	8	HR to ensure commissioning of Exec Search includes specific requirements to attract candidates from diverse communities	Jon Turner / HR
			9	Ensure COEP reminded (at least annually) of Council commitment and encourage diversity of panels at each recruitment and appointment process	Jon Turner / HR
			10	Directorates to focus on how they might attract high calibre BAME applicants and applicants with disabilities – both internal and external, for senior roles in their service. Directorates to ensure structured mentoring support in place for all participants on Future Leaders Programme	ETGs/CD
			11	Develop coaching and mentoring programme for Directorates to access and utilise.	Ruth Phillips / HR
			12	Directorates to continue to proactively supporting existing BAME staff and staff with disabilities to progress to more senior levels by encouraging them to develop by offering training, coaching, mentoring.	ETGs/CD

		Training for new appraisal scheme emphasises inclusive leadership and includes awareness of cultural difference	13	HR to investigate at what levels BAME employees and employees with disabilities are entering employment with Harrow Council to determine extent of issue.	Ruth Phillips / HR
--	--	---	----	---	--------------------

Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Under representation of employees aged under 25 years in the workforce and low level of recruitment of young people	5% of workforce aged under 25	Campaign for 10 new Apprentice roles - recruitment ongoing. New work placement guidelines and central coordination introduced	14	Continue support for apprenticeships to increase the number and range of opportunities offered	Corporate Directors / DMT
			15	Directorate managers to undertake Exit Interviews with all under 25 year olds resigning, to identify any issues to address	Corporate Directors
			16	HR / Xcite Team to convene group of new apprentices four months after appointment to review experience and identify any changes to induction etc.	Munira Kachwala / HRD
			17	Directorates to actively seek opportunities to offer work placement for local students to gain experience	DMTs
			18	Directorates to explore use of more skills and abilities testing (rather than rely on experience) to assess suitability for appointments/promotion – supported by Per Temps	HR / Directorates



Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Over representation of BAME staff in Conduct and Dignity at Work procedures	Representation in employment procedures to be proportionate to representation in workplace	Review of Conduct and DaW cases 2012/13 conducted – findings to follow	19	CEG to consider and support implementation of recommendations from Conduct/ DAW Review Report	HR
		Review of Conduct/Grievance/ Capability procedures ongoing as part of HR Transformation project – to provide a clear framework for managers	20	Strengthening training for Managers for consistency and reasonableness of decisions including whether to suspend – training will be provided to managers as part of the implementation of the HR transformation.	Ruth Phillips / HR
			21	Corporate Governance Board considering whether newly developed e learning module which covers the code of conduct issues and other governance rules, should be included within compulsory training and for whom	HR

Priority Issue	Outcome sought	Actions / Progress to date	Action	Actions proposed 2015/16	Lead Officer / Team
Accuracy and completeness of	10% increase in employees'	Employees have opportunity to	22	Plan schedule of regular messages on new HR intranet pages to encourage staff to	Linda D'Souza / HR

workforce data	protected characteristic information held on SAP	amend their personal data on SAP via ESS and where no access, opportunities for reclassification offered periodically SAP issue showing underreporting of data corrected Staff Survey question in June 2014 regarding reasons why employees do not declare their disability at work – results inconclusive due to small numbers		update their profiles on SAP.	
			23	Individual Directorates to promote the reasons why collecting this information is important to their existing staff, and monitor their progress towards holding this information for all their staff.	Mohammed Ilyas / Policy
			24	HR to provide Directorates with data to target their approach. Resources Policy Team to provide information and support materials.	Linda D'Souza / HR
			25	HR to monitor data provided through SAP to ensure accuracy of data for equality reporting	Linda D'Souza / HR
			26	Deliver what's it got to do with you workshops for staff and frontline staff (MI)	Mohammed Ilyas / Policy
			27	CEG to consider signing up to national initiatives (e.g. Positive About Disabled People, Stonewalls Diversity Champion)	Munira Kachwala / HR

---

<b>Date of Meeting:</b>	21 May 2015
<b>Subject:</b>	Timetable for the Preparation and Consideration of Plans and Strategies comprising the Policy Framework 2015/16
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Hugh Peart, Director of Legal and Governance Services
<b>Portfolio Holder:</b>	Councillor David Perry, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Corporate Leadership Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Policy Development
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix A - Timetable for Statutory Plans and Strategies Appendix B - Timetable for Non-Statutory Plans and Strategies

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

This report sets out the requirements of the Council's Constitution in terms of the development of its policy framework and seeks approval to the timetable for consideration of the key Plans and Strategies comprising the Policy Framework.

**Recommendations:** That

- (1) the timetable for the preparation and consideration of the statutory Plans and Strategies, including the non-statutory plan and strategies, set out at Appendices A and B respectively, be approved;
- (2) variation to the timetable be reserved to the Leader of the Council;
- (3) Cabinet identify any additional Plans and Strategies, other than the Corporate Plan, set out at Appendix B, which it wishes to be submitted to the Overview and Scrutiny Committee, Cabinet and Council for approval.

**Reason: (For recommendation)**

To comply with the requirements of paragraph 3 of the Budget and Policy Framework Procedure Rules set out in Section 4C of the Council's Constitution.

**Section 2 – Report****Introductory paragraph**

2.1.1 The Council's Constitution sets out the process for the development of the policy framework at paragraph 3 of the Budget and Policy Framework Procedure Rules. In accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000, any approval to the following Plans and Strategies is reserved to the Council.

<b>Plan</b>	<b>Status</b>
Licensing Authority Policy Statement/Licensing Policy	A Statutory Plan, details and timetable set out at Appendix A
Plans and strategies which together comprise the Development Plan	A Statutory Plan, details and timetable set out at Appendix A
Local Implementation Plan (formerly the Local Transport Plan)	A Statutory Plan, details and timetable set out at Appendix A
Community Safety Plan (formerly the Crime and Disorder Reduction Strategy)	A Statutory Plan, details and timetable set out at Appendix A
Sustainable Community Strategy	The government had previously announced its intention to repeal the requirement for this Strategy but has not yet done so. As it stands, the Sustainable Community Strategy is a legal requirement (s4 of the Local Government Act 2000).  The current Strategy runs to 2020.

Youth Justice Plan	A Statutory Plan, details and timetable are set out at Appendix A.
Gambling Policy	A Statutory Plan, details and timetable set out at Appendix A

Members should note that this is not a complete list of all statutory plans and policies required in every service area but just those comprising the Policy Framework, as set out in the Council's Constitution, which must be approved by Council pursuant to the 2000 Regulations.

Under the Constitution, the Council's Corporate Plan and Equalities Objectives are also reserved to the Council but are not specific statutory requirements. The timetable for the Corporate Plan is set out at Appendix B.

- 2.1.2 The Constitution requires the Executive to determine, at the start of each Municipal Year, a timetable for the preparation and consideration of the statutory plans and strategies that are required to be made in that year. A timetable is attached at Appendix A to this report and shows the meeting of the Executive which it is expected that the Plan or Strategy will be agreed for recommendation to Council, the meeting of the Overview and Scrutiny Committee to which the matter is to be referred (see paragraph 2.1.3 below) and the date of the Council meeting at which the recommendation will be considered.
- 2.1.3 The Overview and Scrutiny Committee shall receive any proposed Plan or Strategy comprising the Council's Policy Framework in sufficient time for the proposals to be included in the agenda for a scheduled meeting of the Committee and for it to make a report or recommendations to the meeting of the Council that is to consider the Plan or Strategy concerned. The Council shall not agree a Plan or Strategy until the Overview and Scrutiny Committee has had the opportunity, subject to the need for the statutory deadlines to be met, to consider the proposals.
- 2.1.4 On consideration of a relevant Plan or Strategy the Council may decide to:
- (a) adopt the Executive's proposals;
  - (b) amend the Executive's proposals;
  - (c) refer the proposals back to the Executive for further consideration;
  - (d) substitute its own proposals in their place.

If the Council decides to adopt the Executive's proposals, that decision becomes effective immediately. If the Council decides to amend, refer back or substitute the proposals that decision shall come into effect after 5 clear working days from the day on which the Council meeting makes its decision.

If, however, the Plan or Strategy has been amended or substituted, and before the expiry of the 5 clear working days period, the Leader of the Council may give notice to the Director of Legal and Governance Services that s/he objects to some or all of the amendments made by the Council. In these circumstances the matter shall be referred to the next scheduled meeting of the Executive.

The Executive may agree the proposals of the Council, reaffirm its original proposals, or make further amendments. The decision of the Executive shall then be referred back to the Council. The Council can agree the proposals of the Executive or amend the proposals. The decision made by the Council then becomes effective immediately.

2.1.5 Members should note that when the Council approves a Plan or Strategy it will also specify the extent of variation within the Plan or Strategy that may be undertaken by the Executive in accordance with paragraph 7 of the Budget and Policy Framework Procedure Rules. Other than in accordance with the procedure for urgent matters set out at paragraph 5 of the Rules, the Executive may only make such other changes to a Plan or Strategy as have been agreed by the Council.

2.1.6 Once the Council has determined a Plan or Strategy the Executive shall publish information on the contents of the Plan or Strategy. The Plan or Strategy shall also be made available for public inspection and be included on the Council's website, with copies available at a reasonable cost.

### **Options considered**

There were no options to be considered.

### **Legal Implications/Financial Implications**

There are no financial or legal implications other than those mentioned in the main body of the report.

### **Performance Issues**

This report has no direct impact on any performance indicators. The effects of individual plans and strategies will be addressed in the respective reports.

### **Environmental Impact**

There are no environmental impact issues associated with this report.

### **Risk Management Implications**

Failure to publish the Plans may result in the Council failing to meet its statutory obligations.

### **Equalities implications / Public Sector Equality Duty**

There are no equalities implications associated with this report.

### **Corporate Priorities**

The impacts on delivery of the Corporate Priorities will be addressed in the reports on the individual plans and strategies. This report has no direct effect on the Corporate Priorities.

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

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 30 April 2015		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 May 2015		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO</b>
<b>EqIA cleared by:</b>	<b>N/A</b>

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

### **Contact:**

Daksha Ghelani, Senior Democratic Services Officer

Tel: 020 8424 1881 or Internal Ext 2881

**Background Papers:**

Council's Constitution, Relevant Legislation

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=62460&Ver=4&Info=1>

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

**NOT APPLICABLE**

*[Call-in applies]*



**APPENDIX A**

<b>STATUTORY PLAN/ STRATEGY 2015/16 (AND DEADLINE DATE)</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE</b>	<b>CABINET MEETING</b>	<b>COUNCIL MEETING</b>
<p><b>1. LICENSING POLICY/ LICENSING AUTHORITY POLICY STATEMENT</b></p>	<p>-</p>	<p>-</p>	<p>[Approved in July 2010 for 3 years (via 15 June 2010 Licensing and General Purposes Committee).  Subsequently, the Act was amended to extend the approval period to 5 years.]  Policy at present out for consultation will be completed by 29 May 2015 and ready for approval.</p>
<p><b>2. DEVELOPMENT PLAN (a) Core Strategy</b></p>	<p>-</p>	<p>-</p>	<p>Approved in February 2012 for 15 years. May require review subject to changes to borough housing targets within the London Plan.</p>
<p><b>(b) Site Allocations DPD, Harrow &amp; Wealdstone Area Action Plan, Development Management Policies</b></p>	<p>-</p>	<p>-</p>	<p>Approved in July 2013 for 14 years. May require review subject to changes to borough housing targets within the London Plan.</p>

STATUTORY PLAN/ STRATEGY 2015/16 (AND DEADLINE DATE)	OVERVIEW AND SCRUTINY COMMITTEE	CABINET MEETING	COUNCIL MEETING
(c) West London Waste Plan –	[14 April 2015]	[23 April 2015]	[19 May 2015] Subject to adoption will run until 2031. May require review subject to changes to waste apportionment targets in London Plan
3. LOCAL IMPLEMENTATION PLAN	Approved in July 2011 for 3 years. Interim update for 2014/15 to 2016/17 including Delivery Plan, Interim Targets and Annual Spending Submission approved by the Portfolio Holder in September 2013 under delegation by Cabinet given on 19 <sup>th</sup> May 2011. Objectives, policies and long term targets remain unchanged.		
4. COMMUNITY SAFETY PLAN (formerly CRIME AND DISORDER REDUCTION STRATEGY)	9 June 2015	17 June 2015	24 September 2015
5. GAMBLING POLICY	-	-	[Submitted to 6 July 2012 (via Licensing & General Purposes Committee – 19 June 2012) Approved for 3 years] Present Policy to be reviewed in June 2015 and sent out for consultation prior to approval.

STATUTORY PLAN/ STRATEGY 2015/16 (AND DEADLINE DATE)	OVERVIEW AND SCRUTINY COMMITTEE	CABINET MEETING	COUNCIL MEETING
<b>6. YOUTH JUSTICE PLAN</b> [The Youth Justice Plan is also sent to the Youth Justice Board. ]	16 September 2015	17 September 2015	3 December 2015
<b>7. SUSTAINABLE COMMUNITY STRATEGY</b>	The government has announced its intention to repeal the requirement for this Strategy but has not yet done so. The current Strategy runs to 2020		

**APPENDIX B**

NON-STATUTORY PLAN/ STRATEGY 2015/16 (AND DEADLINE DATE)	OVERVIEW AND SCRUTINY COMMITTEE	CABINET MEETING	COUNCIL MEETING
1. CORPORATE PLAN	19 January or 23 February 2016	18 February 2016	25 February 2016 [The Corporate Equality Objectives were revised in 2015 for the next four years. The next review will be 2019]

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank