

# Overview and Scrutiny Committee

## AGENDA

**DATE:** Wednesday 23 July 2014

**TIME:** 7.30 pm

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

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### MEMBERSHIP (Quorum 4)

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**Chairman:** Councillor Jerry Miles

**Councillors:**

Ghazanfar Ali  
Jeff Anderson  
Michael Borio  
Kiran Ramchandani

Richard Almond  
Kam Chana  
Chris Mote  
Paul Osborn (VC)

**Representatives of Voluntary Aided Sector:** Mrs J Rammelt/Reverend P Reece  
**Representatives of Parent Governors:** Mrs A Khan/1 Vacancy

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

**Representative of Harrow Youth Parliament**

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**Reserve Members:**

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- |                          |                            |
|--------------------------|----------------------------|
| 1. Ms Pamela Fitzpatrick | 1. Susan Hall              |
| 2. Adam Swersky          | 2. Barry Macleod-Cullinane |
| 3. Phillip O'Dell        | 3. Lynda Seymour           |
| 4. Antonio Weiss         | 4. Stephen Wright          |
| 5. Jo Dooley             |                            |

**Contact:** Alison Atherton, Senior Professional - Democratic Services  
Tel: 020 8424 1266 E-mail: [alison.atherton@harrow.gov.uk](mailto:alison.atherton@harrow.gov.uk)

# **AGENDA - PART I**

## **1. ATTENDANCE BY RESERVE MEMBERS**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

## **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 Committee;
- (b) all other Members present.

## **3. MINUTES (Pages 1 - 10)**

That the minutes of the meeting held on 8 April 2014 and of the Special meeting held on 17 June 2014 be taken as read and signed as correct records.

## **4. PUBLIC QUESTIONS \***

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

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, Friday 18 July 2014. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

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

## **5. PETITIONS**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

## **6. REFERENCES FROM COUNCIL/CABINET**

- (a) Reference from Cabinet - 26 June 2014 - 9 - Climate Change and Delivering Warmer Homes Strategy - Officer's response to Overview and Scrutiny Committee queries (Pages 11 - 24)

**7. CORPORATE PLAN (Pages 25 - 72)**

Report of the Corporate Director of Resources

**8. MEMBERSHIP OF SCRUTINY SUB-COMMITTEES**

The Labour Group has requested that Councillor Pamela Fitzpatrick be replaced as a Reserve on the Call-in Scrutiny Sub-Committee (Education) by Councillor Primesh Patel.

**9. ANY OTHER BUSINESS**

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

**AGENDA - PART II**

**Nil**

**\* DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public 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 Friday 18 July 2014
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# OVERVIEW AND SCRUTINY COMMITTEE MINUTES

## 8 APRIL 2014

<b>Chairman:</b>	* Councillor Jerry Miles	
<b>Councillors:</b>	* Sue Anderson * Marilyn Ashton * Mano Dharmarajah * Chris Mote	* Phillip O'Dell * Anthony Seymour * Lynda Seymour (2) * Victoria Silver (1)
<b>Voting Co-opted:</b>	(Voluntary Aided)	(Parent Governors)
	Mrs J Rammelt Reverend P Reece	Mrs A Khan
<b>Non-voting Co-opted:</b>	† Harrow Youth Parliament Representative	
<b>In attendance (Councillors)</b>	Tony Ferrari Janet Mote Paul Osborn	Minute 502 Minute 504,506 Minute 501, 502

- \* Denotes Member present
- (1) and (2) Denote category of Reserve Members
- † Denotes apologies received

### 495. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member

Councillor Bill Phillips  
Councillor Yogesh Teli

Reserve Member

Councillor Victoria Silver  
Councillor Lynda Seymour

**496. Declarations of Interest**

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

Agenda Items 8 and 13 – Families First - Troubled Families

Councillor Chris Mote declared a non-pecuniary interest in that his wife was the Portfolio Holder for Children and Families and she had been invited to the meeting to answer questions and make comments on this report. He would remain in the room whilst the matter was considered and voted upon.

Councillor Anthony Seymour declared non-pecuniary interests in that his wife had previously been employed by the Children's Services department of the London Borough of Barnet, his son currently received speech and language therapy and his daughter had previously received speech and language therapy. He would remain in the room whilst the matter was considered and voted upon.

Councillor Lynda Seymour declared non-pecuniary interests in that she had previously been employed by the Children's Services department of the London Borough of Barnet, her son currently received speech and language therapy and her daughter had previously received speech and language therapy. He would remain in the room whilst the matter was considered and voted upon.

**497. Minutes**

**RESOLVED:** That the minutes of the meeting held on 18 March 2014, be taken as read and signed as a correct record subject to noting that in terms of minute 493 – Climate Change Strategy and Delivering Warmer Homes strategies - the Committee wished to place additional emphasis to Cabinet on the importance of the following issues:

- the Climate change agenda required ownership across the corporate management team;
- carbon impact should be included as standard in all committee reports;
- the changes to the energy company obligations;
- school travel plans and that schools should be working to a higher standard;
- solid wall insulation.

#### **498. Public Questions**

**RESOLVED:** To note that no public questions were received.

#### **499. Petitions**

**RESOLVED:** To note that no petitions had been received.

#### **500. References from Council/Cabinet**

None received.

### **RECOMMENDED ITEMS**

#### **501. Scrutiny Annual Report 2013-14**

The Committee received a report of the Divisional Director of Strategic Commissioning which accompanied the scrutiny annual report 2013/14. The officer advised that the Council's Constitution required the Committee to report annually on its activities to Council. Given that the report was the last of the current administration it was also helpful to leave a legacy to the scrutiny members of the new administration.

The Chair expressed his gratitude to all scrutiny members, leads, the Scrutiny Manager and her team and the Democratic Services officer for their work. He made particular mention of the upheaval and difficulties face by the scrutiny team during the current municipal year. Other Members endorsed the sentiments expressed adding that the work completed with limited resources and changes in personnel was to be commended.

The Portfolio Holder for Communications, Performance and Resources and former Chair and Vice-Chair of the Committee expressed his thanks to the Chair stating that the tone he had set had helped scrutiny to be as effective as it had. In his view, scrutiny was most effective when councillors worked together. Another Member added that she had found her time as a scrutiny member both enjoyable and worthwhile as members from different political groups worked together for the benefit of the Council.

A Member indicated that it may be helpful to expand the report in terms of the section on the mental health. She would discuss this with the officer separately.

With reference to community use of borough parks, a Member reported that two further green gyms were to be installed. In addition, he had received trim trail plans from Italy but they required translation.

**Resolved to RECOMMEND:** (to Council)

That the annual report be submitted to Council for endorsement.

## RESOLVED ITEMS

### 502. Programme Minerva

Members received a report of the Corporate Director of Resources which set out progress to date on Programme Minerva since December 2013. The Portfolio Holders for Communication, Performance and Resources and Finance, the Corporate Director of Resources and the Director of Customer Services and Business Transformation were in attendance.

The Corporate Director of Resources outlined the content of the report and, in particular, the decisions of Cabinet on 15 January 2014. He advised that the scope of the Minerva programme had been extended across the Resources directorate and that a review of the Human Resources function was underway.

In terms of ICT procurement, the Director of Customer Services and Business Transformation reported that as the contract with Capita was not going to be extended, a procurement exercise would be carried out. The Council had appointed Eversheds as the legal adviser for the duration of the procurement. Eversheds had been the advisers on the initial contract with Capita and this had proved to be a good contract for the Council.

The Director advised that there had been initial soft market testing of IT providers and companies had indicated that they would require a six month handover from award of contract. She stated that April 2015 was therefore being targeted for the appointment of a new supplier in order to facilitate a low risk transfer. There was a government initiative to award IT contracts to a number of small suppliers and work was being done with the Council's legal advisers to finalise the way forward over the coming few weeks. The next step was to prepare a procurement strategy.

Members then made comments and asked questions as follows:

- In response to the question as to whether Capita had delivered on its contract, the Portfolio Holder for Communication, Performance and Resources expressed the view that they had not and stated that the programme was two years behind schedule. In terms of Capita's track record, between 2005-2010/11 a number of projects had been delivered. It had been a difficult few months and there had been a number of high level meetings with Capita and there had been improvement.

The Corporate Director advised that when the Council went back to the market, the expectation was that projects would have been delivered and IT would therefore be a different service to the one that was let in 2010.

- A Member questioned the indicative savings of the programme, making reference to section 7 of the report and was advised that the scope of the savings was approximately 20% of the Resources budget.



- In terms of sharing services, the Portfolio Holder advised that a number of authorities, including Hampshire, had been approached. He noted the Member's comment that it may be useful to contact Surrey County Council. He was optimistic that a shared approach with Hampshire could be put in place.
- It was confirmed that the Corporate Director of Resources had done engagement work with schools and dialogue was being maintained with them. In terms of engagement and savings, the Corporate Director stated that it was necessary to distinguish between Phase 1 and Phase 2. Savings identified in Finance, Revenues and Benefits and Human Resources equated to 17% of those budgets. The cost to achieve these savings and to re-let was approximately £1.5m. The cost of implementing an outsource option would be much higher given the need to change ERP system and re-locate jobs.
- In response to a question as to how milestones were being shared, this had been included in the initial reporting. The next major milestone would be the OJEU notice to start the procurement exercise. The Portfolio Holder added that a cross party working group had considered the milestones and he was keen to have cross party agreement as the programme moved forward.
- A Member questioned how the discussions with the Unions was progressing and the effect on staffing. The Corporate Director advised that there had been weekly meetings with the unions prior to Christmas but the meetings were now on a fortnightly basis. The in house option had flagged that 40-50 jobs could be affected which was lower than if services had been moved to other locations around the country.

The Chair and the Portfolio Holder for Communication, Performance and Resources suggested that the involvement of Overview and Scrutiny in the programme be discussed following the election in May 2014.

The Chair thanked the Portfolio Holders and officers for their attendance and responses.

**RESOLVED:** That

- (1) the progress to date on Minerva be noted;
- (2) the involvement of Overview and Scrutiny in the programme be discussed following the election in May 2014.

### **503. Scrutiny Lead Member Report**

Members received a report of the Divisional Director of Strategic Commissioning which accompanied the reports from the Scrutiny Lead Members.

**RESOLVED:** That the report be noted and the actions proposed be agreed.

**504. Scrutiny Work Programme - Closing Report**

Members received a report of the Corporate Director of Strategic Commissioning which summarised the review programme work that had been undertaken by the scrutiny committees during the last municipal year. The report included recommendations to the 2014-18 administration in terms of projects that could be included in the subsequent work programme.

**RESOLVED:** That

- (1) the conclusion of the work programme be noted;
- (2) the list of issues for possible investigation identified in the report of the Divisional Director of Strategic Commissioning, with the addition of school green travel plans, be recommended to the successor Overview and Scrutiny Committee.

**505. Families First - Troubled Families**

Members received a report of the Divisional Director of Early Intervention Services which outlined the work on the government's Troubled Families initiative since the previous report to Committee. Members agreed that they would consider both the report and confidential appendices together. The Portfolio Holder for Children and Schools, Divisional Director of Special Needs Service and an officer were in attendance for this item.

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

**506. Motion to exclude the Press and Public**

**RESOLVED:** That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
13	Families First – Troubled Families	Information under paragraph 1 (contains information relating to any individual).

**507. Families First - Troubled Families**

The officer outlined the content of the report and appendices and explained that the Early Intervention Service was the main deliverer of the Troubled Families Initiative in Harrow. Reports showed that early intervention was the best approach to dealing with families in difficulty. He added that phase 2 of the project would focus on younger children and domestic violence.

The Portfolio Holder for Children and Schools expressed her wish for cross party support of the project and stated the importance of the Multi Agency

Safeguarding Hub and the Children's Centres to its success. As could be seen from the case studies, the key worker was an important role and significant it that he/she could turn a family's life around.

Members then asked questions and made comments as follows:

- In terms of local criteria, as mentioned on page 27 of the report, a Member expressed concern that there was no mention of the outreach worker role and that families needed more support than a key worker alone. She sought reassurance that the staff had the necessary skills. This view was endorsed by another Member who stated that mental health would be a significant factor for those involved in the programme. The officer confirmed that these were criteria set by government but that he fully expected the second phase to reflect the Member's concerns in relation to long term health conditions and working with younger children.
- The officer confirmed that 395 families was the target set by government but that the criteria did not necessarily identify the most troubled families within the borough.
- A Member requested details of the progress to work schemes.
- In response to the comment that European Social Funding was not that successful in Harrow, the officer responded that there had been 100 referrals with only one positive outcome. It had been accepted nationally that this was an issue.
- A Member stated that the name of the programme should be more positive as it was important not to label/stigmatise families. She requested that the term 'Troubled Families' be removed from future reports. Whilst this could be great initiative, there were public sector cuts to contend with.
- In response to Member's request for further information on employment issues, the officer confirmed that employment had to be sustainable and that a claim for Payment by Results could only be made once an individual had been employment for 6 months. He undertook to provide details of the type of jobs secured.
- A Member stated that it may be worthwhile the Committee seeing the methodology used by Oxford Brookes. The officer advised that this work had been undertaken by 2 social workers.
- The officer stated that he did not have any information in relation to carers, young carers and people with disabilities in relation to the project. A number of cases involved individuals with mental health issues. There were currently two counsellors involved in the programme.

- The officer acknowledged that one criticism of the project was that it had not considered adult social care in depth.
- A Member questioned the relationship of the project with CAHMS. The officer advised that his knowledge was limited in this area but that CAHMS would only take a referral from a GP. He confirmed that the key worker working with the GP was important.
- Members referred the cross cutting work being undertaken by Wandsworth Council and suggested that this be considered by the new administration.

The Chair thanked the Portfolio Holder and officers for their attendance and responses.

**RESOLVED:** That the report and appendices be noted.

#### **508. Vote of Thanks**

The Chair expressed his appreciation and thanks to Members for their work and contributions during the life of the administration and made particular mention of the previous Vice-Chair and Chair and current Vice-Chair, the Chair of the Performance and Finance Scrutiny Sub-Committee and Performance Lead for Children and Families. He also thanked the Lynne Margetts, Service Manager Scrutiny, and her team and the Democratic Services Officer for their work. In particular, as Lynne was leaving the authority in May 2014, he wished her well for the future.

The Vice-Chair endorsed the sentiments expressed by the Chair and thanked him for all his work and the way he had managed the Committee and facilitated discussion and debate.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.18 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

# OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

## 17 JUNE 2014

**Chairman:** \* Councillor Jerry Miles

**Councillors:**

* Ghazanfar Ali	* Kam Chana
* Richard Almond	* Susan Hall (1)
* Jeff Anderson	* Chris Mote
* Michael Borio	* Ramchandani

**Voting Co-opted:** (Voluntary Aided) (Parent Governors)

† Mrs J Rammelt	Mrs A Khan
† Reverend P Reece	

**Non-voting Co-opted:** † Harrow Youth Parliament Representative

\* Denotes Member present  
(1) Denotes category of Reserve Member  
† Denotes apologies received

### 1. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Paul Osborn

Councillor Susan Hall

## **2. Declarations of Interest**

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

## **RESOLVED ITEMS**

### **3. Appointment of Vice-Chairman**

**RESOLVED:** To appoint Councillor Paul Osborn as Vice-Chairman of the Overview and Scrutiny Committee for the 2014/2015 Municipal Year.

### **4. Establishment of Sub-Committees for 2014/15**

The Committee considered a report setting out the proposed memberships and Chairmen of the Sub-Committees for 2014/15 which had been circulated on the supplemental agenda.

It was reported that the Labour Group had indicated that they wished to nominate Councillor Phil O'Dell as Chairman of the Performance and Finance Scrutiny Sub-Committee. A member of the Opposition Group voiced her dissatisfaction that the Administration had not kept to a pre-election agreement that opposition Members would chair the Overview and Scrutiny Committee and Sub-Committees.

**RESOLVED:** That the Sub-Committees of the Overview and Scrutiny Committee be established for the Municipal Year 2014/15 with the memberships and Chairmen detailed on the supplemental agenda, including that Councillor Phil O'Dell be appointed as Chair of the Performance and Finance Scrutiny Sub-Committee.

### **5. Appointment of Lead Members 2014/2015**

The Committee considered proposals relating to Lead Members for Scrutiny for 2014/15.

**RESOLVED:** That the Scrutiny Lead Members and their areas of responsibility, as detailed on the second supplemental agenda, be agreed.

(Note: The meeting, having commenced at 6.36 pm, closed at 6.41 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

**LONDON BOROUGH OF HARROW**

**OVERVIEW AND SCRUTINY COMMITTEE – 23 JULY 2014**

**REFERENCE FROM CABINET - 26 JUNE 2014**

**9. Climate Change and Delivering Warmer Homes Strategy - Officer's response to Overview and Scrutiny Committee queries**

**RESOLVED:** That the officer responses to the queries raised by the Overview and Scrutiny Committee on 18 March 2014 be noted.

**Reason for Decision:** To ensure continued progress in delivery of the Council's Climate Change Strategy and the target to reduce carbon emissions.

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

**FOR INFORMATION**

Background Documents:

Cabinet Minutes – 26 June 2014

Contact Officer:

Daksha Ghelani, Senior Democratic Services Officer

Tel: 020 8424 1881

Email: [daksha.ghelani@harrow.gov.uk](mailto:daksha.ghelani@harrow.gov.uk)

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# REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	26 June 2014
<b>Subject:</b>	Climate Change and Delivering Warmer Homes Strategy - Officer's response to Overview and Scrutiny Committee queries
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Portfolio Holder:</b>	Councillor Varsha Parmar, Portfolio Holder for Environment, Crime and Community Safety
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix A – Comments/Recommendations from Scrutiny Committee and Officers' Response

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

This report summarises the 18<sup>th</sup> March 2014 Overview and Scrutiny Committee comments on the Climate Change and Delivering Warmer Homes Strategy Action and provides officers' responses to queries raised.

**Recommendations:**

1. Note the officer responses to the queries raised by Overview and Scrutiny on 18 March 2014.

**Reason: (For recommendation)**

To ensure continued progress in delivery of the council's climate change strategy and the target to reduce carbon emissions.

## **Section 2 – Report**

### **Introductory paragraph**

The revised climate change strategy Action Plan was adopted in March 2013 and was presented to Overview and Scrutiny Committee on 18 March 2014. The queries raised by the Committee were presented to Cabinet on 10<sup>th</sup> April 2014.

The outstanding responses to these queries are given in this report at Appendix A.

### **Options considered**

No further options are considered at this stage.

### **Legal Implications**

The Council has a range of legal obligations aimed at mitigating the impacts of climate change. This includes participation in the CRC Energy Efficiency Scheme (previously Carbon Reduction Commitment) pursuant to the Climate Change Act 2008, and through its role as the lead local flood authority, co-ordinating flood risk management for the area in accordance with the Flood and Water Management Act 2010.

### **Financial Implications**

The delivery of Affordable Warmth programme continues to be funded from external funding where available, whilst internal funding opportunities via Public Health budgets will be explored and any provision will be decided by CH&W directorate.

A range of energy efficiency projects have been included in the 2014/15 capital programme. These capital budgets have been agreed and will enable the Council to invest in its buildings and infrastructure to reduce future energy consumptions and to mitigate the effect of rising energy prices.

## **Performance Issues**

The Climate Change Action Plan sets out performance targets. This report is specifically addressing the queries raised by Overview and Scrutiny and general performance issues related to the queries are discussed at Appendix A.

## **Environmental Impact**

The Climate Change strategy addresses the following policy areas:

- Planning and Development
- Transport
- Water and Flooding
- Waste
- Biodiversity and the Natural Environment
- The Council's Footprint
- Delivering Warmer Homes (HECA)

The strategy aims to protect and enhance the environmental impact of each of these areas.

## **Risk Management Implications**

No separate risk management implications identified.

## **Equalities implications**

The Climate Change strategy and Delivering Warmer Homes strategy include a wide ranging set of activities and specific Equality Impact Assessments will need to be carried out in relation to items identified in the Action Plans prior to implementation.

## **Corporate Priorities**

- Climate change is a key environmental issue. Failure to act and reduce our dependence on fossil fuels will lead to increasingly severe impacts on our lives and those of future generations.
- Rising fuel costs mean that our residents face increasingly difficult choices about heating their homes, and more people's lives are affected by fuel poverty. Living in cold homes affects the health and well-being of people and adversely affects educational attainment of children. We aim to help all residents to reduce their energy use and

will particularly target help to vulnerable people. This supports our Corporate Priorities of making a difference for the vulnerable and making a difference for families.

- We aim to lead by example in reducing our carbon emissions – with the main focus of our climate change strategy being to reduce the carbon emissions from our own estate by 4% a year and reduce our running costs. Through achieving this we will be able to share best practice with local businesses and exemplify that changes can be made to save money, protect the environment and increase efficiency. This supports our Corporate Priority of making a difference for local businesses.

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

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 28 May 2014		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 28 May 2014		

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

Name: Solakha Lal	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 28 May 2014		

### **Section 5 – Environmental Impact Officer Clearance**

Name: Hanif Islam	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 28 May 2014		

**Ward Councillors notified:**

**NO**

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

**Contact:** Hanif Islam, Policy Manager, Environment & Enterprise, 020 8424 1548

### **Background Papers:**

**Overview and Scrutiny Report, 18 March 2014:**

<http://www.harrow.gov.uk/www2/documents/g61507/Public%20reports%20pack%20Tuesday%2018-Mar-2014%2019.30%20Overview%20and%20Scrutiny%20Committee.pdf?T=10>

**Cabinet Report 10 April 2014:**

<http://www.harrow.gov.uk/www2/documents/g61438/Public%20reports%20pack%20Thursday%2010-Apr-2014%2018.30%20Cabinet.pdf?T=10>

**Climate Change Strategy Action Plan:**

[http://www.harrow.gov.uk/info/100006/environment/1035/climate\\_change-policies\\_strategies\\_and\\_commitments](http://www.harrow.gov.uk/info/100006/environment/1035/climate_change-policies_strategies_and_commitments)

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

**NOT APPLICABLE**

*[Call-in does not apply as the  
decision is for noting]*

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**Appendix A – Climate Change and Delivering Warmer Homes Strategy – Officers response to Overview and Scrutiny Committee Queries of 18<sup>th</sup> March 2014**

**Issues raised and officer response**

Item	Issue raised	Update Response since the meeting
1	It appeared that there had been a reduction in the Affordable Homes Programme. The officer confirmed that whilst the programme had overrun he expected it to be completed by the end of April.	This appears to be referring to the Affordable Warmth Programme which has been completed.
2	A Member questioned how many properties would be affected by the changes in the ECO (Energy Company Obligation) scheme. The officer advised that under the previous ECO arrangements, the support of the energy companies was £120 per tonne and this had now reduced to £40 per tonne which meant that support to residents would be substantially less. In addition, the officer advised that the Council had submitted a bid to Department for Energy and Climate Change (DECC) under Green Deal Communities Fund which (if granted) would mean that the subsidy previously supplied by the energy companies would be provided directly by the government. The Council was awaiting a decision.	The Council was advised by DECC on 28th March that its Green Deal Communities bid has been successful and the borough has been awarded £1.4m. Discussions with DECC are underway as to the criteria of funding to confirm the expected outcomes before the project can progress further.
3	Clarification was sought on the number of houses in Harrow that had solid walls, when the last survey had been done and how the Council could tackle this issue. The officer advised that a survey had not been carried out recently and the data had been taken from the Energy Saving Trust. They estimated that 58% of homes in the borough (approximately 49,000 properties) had solid walls. The vast majority of these had not been insulated. If the bid for funding to the Department for Energy and Climate Change (DECC) was successful he estimated that approximately 300 homes would be completed by April 2015 on a street by street basis.	See response to item 2.
4	In response to a question about the amount of energy used by academies, the officer advised that the figure was distorted because of the ongoing transfer of schools to academy status. However, it was clear that the combined increase of emissions from schools and academies was significant. One of the reasons for this may be due to the increase in the number of pupils.	No further updates

5	The officer confirmed that the use of LEDs for street- lighting would reduce the carbon footprint as well as energy bills, as long as the unit price of energy did not increase.	No further updates
6	A Member questioned whether residents were required to ensure that any replacement driveway that was installed was third water porous in order to aid the prevention of flooding. The officer undertook to look into this.	<p>Any driveway installed needs to be able to drain away water naturally within the boundaries of the property. The extract below is from the Vehicle Crossing leaflet updated recently.</p> <p><i><u>Requirements for hard standing:</u></i>  <i>Changes in government planning legislation came into effect in October 2008. The changes affect hard surfacing works within front gardens. The Town &amp; Country Planning Act (General Permitted Development) Order 1995 (as amended in 2008) requires all surfacing installed to the front of a property (over 5 square metres) to be of porous material or provisions made to direct any run off to an area that allows the water to drain away naturally within the boundaries of the property, for example a garden border. This applies both to new surfaces and to the repair and replacement of an existing surface. Proposals for hard standings which are not porous or do not drain surface water naturally within the property boundary will require planning permission</i></p>
7	In terms of the capital programme, a Member questioned the extent to which the effects of carbon emissions had been embedded and was advised that there was still work to be done. The officer cited the example of the school expansion and carbon reduction programmes working together. A suggestion was that Cabinet / Committee reports should state what the carbon impact of proposals were.	No further updates
8	The officer confirmed that the individual projects that were funded under the carbon reduction programme were determined on the basis of a business case with a maximum pay-back period of	No further updates



	eight to ten years.	
9	In terms of communication, a Member asked how residents would know that they may be entitled to support from the carbon reduction budget. The officer advised that if the Council received DECC funding, a number of areas would be targeted and, in particular, those areas with levels of fuel poverty.	No further updates
10	A Member commented that from the report it appeared that the number of schools with travel plans had halved and he questioned whether schools had provided reasons for this. The officer stated that he understood that the criteria for accreditation were now more strict so this reduction might be due to a technical change. He would seek clarification.	In addition to this, Harrow has adopted stricter criteria for assessing travel plans in line with Transport for London's STAR accreditation scheme, which allows for the quality of travel plans achieving sign off to be of a higher quality and have more ownership by the school. In addition to this, it should be noted that Harrow had a School Travel Advisor in post for 4 years between 2008 and 2012 and a variation in staffing levels since 2012. A School Travel Advisor has recently been appointed and will work to re-engage schools in developing School Travel Plans and increasing the number of schools with accreditation. The above factors have led to a reduction in the quantity of approved travel plans but an increase in the quality of them.
11	In response to a Member's question as to the purpose of the essential car users' allowance and the number of officers in receipt, the officer advised that those officers that were required to use their personal vehicle in order to perform their duties received an allowance. In terms of the current position in relation to the green travel plan, he would seek clarification.	The council travel plan states that "A designated area needs to be allocated for essential users who need to access and use the car as part of their work". The green travel plan does not mention essential car users' allowance or number of officers in receipt.
12	A Member raised the issue of flooding and noted that there had been some good work in the past which had alleviated some of the boroughs worst flooding areas. The officer agreed and pointed out that this work continued with more schemes coming forward in the capital programme.	No further updates.
13	A Member suggested that it may be possible, as a Council, to reduce fuel costs by using wood waste	No further updates.

	<p>from the tree maintenance service as a biomass fuel. The officer advised that he had spoken to the Leisure Centre contractor about the installation of biomass boilers and there were also opportunities at Harrow Museum. He thought it more likely that wood pellets would be used as these had a lower moisture content than wood chip from the Council's tree maintenance service.</p>	
14	<p>The officer's view was sought on the use of more gas efficient boilers by the Council. The officer advised that there had been discussions with Harrow Museum on the use of biomass waste and he suggested that, going forward, the carbon reduction programme would wish to consider the installation of biomass boilers wherever possible to ensure that the large reductions in carbon emissions were achieved.</p>	<p>No further updates.</p>
15	<p>A Member suggested that the water usage at the depot could be reduced through the use of water meters. The officer confirmed that the water was metered. The high demand may be due to the vehicle washing facility and dust suppression at the civic amenity site. All the water currently used at the depot was drinking water quality and therefore had a high carbon footprint. It may be possible to use rainwater for washing vehicles – thereby reducing use of high quality water.</p>	<p>Facilities Management has been asked to look into this.</p>
16	<p>A Member expressed concern that the 2 electric charging points outside the Civic Centre were no longer publicly accessible due to the change in car park layout. The officer undertook to seek clarification.</p>	<p>Due to the expense to move the electric charging point, it has a 3 phase power supply, Facilities Management have arranged with security to allow access to any members of the public or staff that wish to use the charger. The charging point is accessible on request. Security staff will monitor how the charger is being used.</p>
17	<p>A Member expressed concern in relation to the implementation of a Local Freight Operational Strategy and was advised that a response would be circulated to Members of the Committee.</p>	<p>Last year improved directional signing was implemented to advise HGV drivers which routes to use in order to access industrial and retail areas within the borough. These new signs replaced many of the existing older directional signs and incorporate a black and white lorry sign within the sign face</p>

		<p>where deviations from main routes are necessary. HGV surveys were undertaken along unsigned routes to identify existing HGV movements and patterns.</p> <p>The next phase of the project is to position “lorry enforcement points or plugs” using weight limit restrictions over short sections of road at strategic locations on the highway network where it is not desirable for HGV traffic to use through routes off the designated freight route network.</p> <p>The “lorry enforcement points” will consist of regulatory signs at either end of the restricted section of road and warning signs placed in advance. Enforcement options are being considered but is likely to be via our CCTV camera van which could be located at the plugs where lorries are banned from entering.</p>
18	The lack of an Affordable Warmth Budget needed to be addressed as approximately 100 residents were affected by this annually.	As part of the Green Deal Communities tender we will also request the same partner to deliver an ECO (Energy Company Obligation) funded programme in the borough that will support low income households with heating, loft and cavity wall insulation measures.
19	A Member suggested that an annual walk to school and work day would be an effective way of publicising the issues of climate change and travel impacts.	This has been passed to the travel plan officers to consider.

**At the Overview and Scrutiny Committee 8<sup>th</sup> April 2014 the minutes of the 18<sup>th</sup> March meeting were considered. The following was resolved:**

**RESOLVED:** That the minutes of the meeting held on 18 March 2014, be taken as read and signed as a correct record subject to noting that in terms of minute 493 – Climate Change Strategy and Delivering Warmer Homes strategies - the Committee wished to place additional emphasis to Cabinet on the importance of the following issues:

- |  |                                  |
|--|----------------------------------|
| <ul style="list-style-type: none"> <li>• the Climate change agenda required ownership across the corporate management team;</li> </ul> | Noted                            |
| <ul style="list-style-type: none"> <li>• carbon impact should be included as standard in all committee reports;</li> </ul>             | Noted                            |
| <ul style="list-style-type: none"> <li>• the changes to the energy company obligations;</li> </ul>                                     | Noted                            |
| <ul style="list-style-type: none"> <li>• school travel plans and that schools should be working to a higher standard;</li> </ul>       | Noted. See item 10 above.        |
| <ul style="list-style-type: none"> <li>• solid wall insulation</li> </ul>  | Noted. See items 3 and 18 above. |

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	23 <sup>rd</sup> July 2014
<b>Subject:</b>	Corporate Plan
<b>Responsible Officer:</b>	Tom Whiting – Corporate Director Resources
<b>Scrutiny Lead Member area:</b>	ALL
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Corporate Plan Equality Impact Assessment

**Section 1 – Summary and Recommendations**

The Corporate Plan sets out the Council’s strategic direction, vision and priorities for the year ahead. Cabinet will have considered the plan by the time O&S meet, but it will then be presented to full Council on 24<sup>th</sup> July for formal adoption.

**Recommendations:**

The Overview and Scrutiny Committee are asked to comment on the Corporate Plan.

## **Introductory paragraph**

The Corporate Plan sets out the strategic direction for the authority, its vision, priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for the forthcoming year and against which the Council is happy to be judged.

In May 2014, a new Labour administration took control of the Council, and agreed at Council on the 12<sup>th</sup> June a new vision and set of priorities:

Vision: *Working Together to Make a Difference for Harrow*

Priorities:

- *Making a difference for the vulnerable*
- *Making a difference for communities*
- *Making a difference for local businesses*
- *Making a difference for families*

The Plan is amended from the version agreed by Council on the 27<sup>th</sup> February 2014 to reflect this new political direction.

The Plan also sets out the challenges facing the Council beyond 2015 and the questions that will have to be answered if we are to lever out further significant savings including: thinking about the Council's future shape and size; how to deliver services in collaboration with partners and residents; how to generate new funding streams; the regeneration potential in Harrow and understanding how earlier intervention can improve outcomes and save money.

## **Consultation**

Where there are new elements in the plan, these are based on the Labour Party Manifesto, which has been developed in consultation with Harrow residents. Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of these proposals, in keeping with the ambition of the Administration to consult and engage.

## **Legal Implications**

Approving the Council's policy framework is reserved to full council. The Corporate Plan will therefore be considered on 24<sup>th</sup> July 2014.

## **Financial Implications**

The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2014-15. The Corporate Plan incorporates those key activities that the Administration wish to be delivered in 2014/15 within the current spending envelope.

## **Performance Issues**

A set of performance indicators are presented as measurement of each of the Council Priorities in the Corporate Plan. These will be measured quarterly and presented to Cabinet through the Strategic Performance Report.

## **Environmental Impact**

Any environmental implications of the Corporate Plan will be considered through the delivery of the specific activities set out in it.

## **Risk Management Implications**

Officers will discuss with Portfolio Holders where there are risk implications associated with the delivery of particular activities set out in the delivery plan of the Corporate Plan. Progress against the Corporate Plan will be reported through the Strategic Performance Report which will incorporate an update on the risk of particular activities where necessary.

## **Equalities implications**

The equalities implications of the Corporate Plan are set out in the attached EQIA. A number of the activities are proposals where final business cases are still being developed, so EQIAs will be being developed to support these.

## **Council Priorities**

The Corporate Plan presents the Council Priorities agreed at 12<sup>th</sup> June Council, with the delivery plan for the 2014/15 year.

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

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10/07/14		

Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11/07/14		

<b>Ward Councillors notified:</b>	<b>NO</b>
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### **Section 4 - Contact Details and Background Papers**

**Contact:**

Alex Dewsnap, Divisional Director, Strategic Commissioning, 020 8416 8250

Rachel Gapp, Head of Policy 0208 424 8774

**Background Papers:**

Corporate Plan 2014-15

Corporate Plan, 2014/15 (agreed at Council in February 2014)

Corporate Plan, 2013/15 (agreed at Council in February 2013)



# Harrow Council

## Corporate Plan 2014 - 15

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

## Harrow Council Corporate Plan 2014 - 15

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## **Foreword by Leader of the Council**

This is a time of unparalleled challenge, and opportunity, for both the Council and the local residents we serve. This Corporate Plan sets out the vision that will drive the Council's work and how we will make a difference to the lives of our residents.

In 2010 we had to cope with the swingeing cuts of £60m that were imposed on Local Councils by Central Government over four years. Over the next four years cuts from the Conservative-led Government will mean Harrow Council will have to find an estimated £75 million – 40% of our net budget. Harrow has also suffered from having a historically low grant from central Government when compared to other London Councils, whilst population increases and increased demand for our services will put the council under even greater pressure.

Despite the unprecedented financial and demographic challenges we have faced, this Council has been at the forefront of sector-led improvement, defending and enhancing front-line services and winning the accolade of the Council of the year award in 2011 – in recognition of our low cost and high performing innovative work.

We believe that it is fundamentally right that we ensure Council priorities are underpinned by fairness for all in these tough economic times. It is important for us to continue to work together with the community to improve the quality of life for our residents, our families, young people and local businesses.

We will focus on our absolute commitment to do all we can to tackle the unacceptable levels of inequality that exist in our borough – especially in terms of economic achievement, child poverty, health and wellbeing. We will stand up for those in need; especially targeting more support for carers and tackling the increase in domestic violence across our Borough.

As a result of the vicious cuts being imposed by the Conservative-led Government we will have to change the way we deliver our services – critically evaluating everything we do and finding new, innovative solutions with our partners. Crucially we will seek to empower and inspire local people to build upon the many assets that exist at the heart of all our communities. Resident engagement will lie at the heart of how we work with the community and deliver services.

We give a commitment to you all; we will help families affected by the Cost of Living Crisis and stand up for Harrow, its businesses and residents.

Our staff do a magnificent job and are our greatest asset. We are proud that we ensured Harrow Council pays the 'London Living Wage' to its employees. We will aim to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people, and aspire to have all of our businesses avoid employing people on zero-hours contracts.

We will use our position within Harrow to support the creation of jobs and apprenticeships, to support our young people in to work. To deal with our housing crisis we will build more affordable homes and tackle rogue landlords. To support local businesses we will provide a period of free parking in our District Shopping Centres. To help clean up Harrow we will introduce on the spot fines for littering in our streets. At the heart of these proposals is a determination to build a Harrow with vibrant neighbourhoods, which families are proud to call home.

The Labour Administration's vision for Harrow that the council is working towards will be delivered by working together in partnership with key public sector organisations, residents, businesses, community and voluntary groups in the borough. We will consult and engage every step of the way.

This new way of working is vital as we look to the future – serving our residents with openness, honesty and pride.

**David Perry**  
**Leader of the Council**

<b>Our vision</b>	<b><i>Working Together to Make a Difference for Harrow</i></b>
<b>Our priorities</b>	<p><b><i>Making a difference for the most vulnerable, by:</i></b></p> <ul style="list-style-type: none"> <li>• Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>• Ensuring Harrow residents are supported to live as independently as possible and given choice about the services they receive through personalisation.</li> <li>• Improving the mental health and well-being of residents, particularly young people and teenagers.</li> <li>• Improving life expectancy in the borough and reduce the health inequalities gap.</li> <li>• Reducing the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> <li>• Reducing incidences of fraud in the borough</li> </ul>
	<p><b><i>Making a difference for communities, by:</i></b></p> <ul style="list-style-type: none"> <li>• Work together with residents &amp; businesses to keep Harrow’s streets, buildings and open spaces clear of litter, fly-tipping and vandalism.</li> <li>• Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment.</li> <li>• To continue to be one of the safest boroughs in London by reducing the overall level of crime, and incidences of anti-social behaviour.</li> <li>• Work to reduce the fear of crime in the borough</li> <li>• Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow.</li> <li>• Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community.</li> <li>• People from all backgrounds feel they are respected, treated fairly and get on well together.</li> <li>• Ensure that those who play by the rules see benefit in doing so, and those who don’t are dealt with appropriately</li> </ul>
	<p><b><i>Making a Difference for Local Businesses, by:</i></b></p> <ul style="list-style-type: none"> <li>• Harrow residents and businesses benefit from local economic prosperity, investment and business survival rates are improved</li> <li>• Support sustainable business growth, and further integration of local businesses into the community</li> </ul>
	<p><b><i>Making a Difference for Families, by:</i></b></p> <ul style="list-style-type: none"> <li>• To continue to be one of the safest boroughs in London by reducing the overall level of crime, and incidences of anti-social behaviour.</li> <li>• Work to reduce the fear of crime in the borough</li> <li>• Ensure families can live in affordable and quality homes</li> <li>• Protect those families who are most in need of support</li> </ul>
<b>Our key pledges</b>	<p><b><i>To deliver these four priorities the Council will focus on the delivery of five key pledges which are:</i></b></p> <ol style="list-style-type: none"> <li>1. Build more affordable homes and tackle rogue landlords to deal with the housing crisis</li> <li>2. Provide a period of free parking in our district shopping centres to support local businesses and residents</li> <li>3. Invest an extra £1m to tackle domestic violence, support carers and stand up for those in need</li> <li>4. Introduce on the spot fines for littering in our streets to help clean up Harrow</li> <li>5. Create over 500 jobs and apprenticeships in Harrow to support our young people</li> </ol>
<b>Your council</b>	<p>We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, improving the working between services within the Council and continuing to collaborate with regional bodies and other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible on a more 24/7 basis.</p>

## Introduction

In May 2014, a new Labour administration took control of the Council, following a period of an Independent Labour Administration and then a Conservative Administration in 2013/14. Although this has been a period of political change, the Council has continued the delivery of services valued by the residents of Harrow and some of these achievements in the last year are set out over the page. These achievements come in the face of significant national and local pressures where the funding for local services is being reduced whilst at the same time we are seeing increasing demand. The following graph from the LGA gives an indication of the gap between income and expenditure for local government nationally calculated following the last Comprehensive Spending Review.

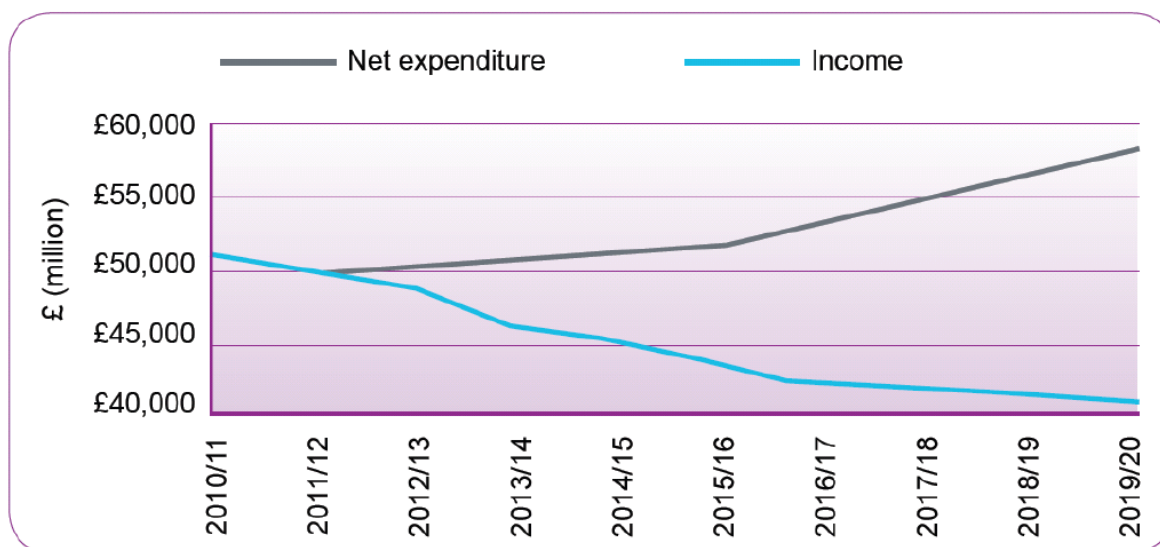


Figure 1: Income v. expenditure from 2011 to 2020 (from LGA Funding Outlook Model (LGA 2013))

As a Council we will have delivered £60m worth of savings over the four years to 2014/15 from 2010/11 levels of expenditure. Although the government has continued the reductions to local government spending, we in local government have been continually recognised as the most efficient part of the entire public sector. We therefore have a successful track record to build from to deliver more savings, whilst protecting the services that matter most.

In setting out this Corporate Plan, recognition should be given to some of the new and innovative changes to services delivered in the Council since 2010. The Better Deal for Residents and other Transformation programmes: identified efficiencies; utilised technology in better ways such as in our libraries and refuse vehicles; and provided new and innovative ways of delivering services such as children’s centres, reablement and online customer services. Management and staffing costs have also been reduced through a commitment to reduce the number of senior managers and the staff terms and conditions project, where senior managers’ pay was reduced by 2.5%, whilst other staff took a 1% pay cut and the lowest paid are now guaranteed the London Living Wage.

The local context is changing for the borough as well. In Harrow our population is growing, but with specific pinch points which will increase the demand on our services, for instance the population is:

- Getting proportionally older (65+) and younger (5-9 years) which will lead to growing pressures on both Adult Social Care and school places
- Becoming more diverse overall

- Seeing an increase in the size of families, leading to increasing demand of certain types of housing where supply is behind the demand
- Seeing a problem in some areas of the community where working level of English is poor, which increases the risks of worklessness
- Seeing an increase in the demand for services for those residents with complex needs
- Seeing a growth in health inequality within our most deprived and most affluent wards

Affordability to live within Harrow is also becoming more of a stretch for people, with home ownership declining, median income levels being in the third quartile for London and relatively high Council Tax levels all contributing to a higher cost of living for those already struggling.

Against these challenges, however, there are also opportunities. Employment on the whole is relatively high compared to London and the rest of the country, and we have a good small and medium sized enterprises (SME) sector. We are proud of our diversity and see social cohesion as one of our many strengths. The regeneration potential in the borough gives an opportunity to invest in key sites, people and infrastructure to positively affect outcomes over the long term. We cover this later in this Plan.

The strength of our service delivery and the motivation of our staff to deliver good quality services to the residents of Harrow, should give us an aspiration that we can support the delivery of those outcomes that matter most to residents in the future and not be driven by a purely 'cuts' focused agenda. However, the nature of the cuts in central government grants does mean that we will need to think carefully about the decisions we need to take beyond 2015 to re-focus our resources and continue to deliver our priorities and how we engage and work effectively with residents and other key stakeholders will be critical.

### **2013 Achievements:**

- Awards for supporting SMEs and Best Small Business Friendly Council for procurement
- 203 residents supported to find work through innovative schemes such as Xcite, with businesses also supported to improve economic outcomes in Harrow
- My Community ePurse launched to support Adult Service Users use of their personal budget, with the innovative approach leading to expressions of interest from other Councils
- Top comparative performance for Adult Services users with a cash budget both in London and nationally, based on the provisional benchmarking data
- Strong positive feedback received through the Peer Review of Adult Safeguarding Services
- Homelessness acceptances still remaining low comparative to London, and the innovative Grants to Move scheme being launched
- Affordable Housing Options approved and being delivered which will result in delivery of the first phase of 50 new council houses.
- Cross Borough Libraries and leisure management contracts commenced, the first of their kind in London
- Favourable Ofsted inspection achieved in Adult Community and Family Learning
- Repeat referrals and child protection plans over 2 years down in the year
- A New Youth Justice Plan adopted which is supporting the reduction in first time entrants to the Youth Justice System
- 17 extra Reception classes opened as part of the programme of school expansion
- Total crime down in the borough including residential burglary, supporting the Borough Commanders ambition to make Harrow the Safest Borough in London
- Community Infrastructure Levy agreed supporting investment in Harrow's infrastructure such as roads and parks
- Successful implementation of mental health day service changes
- Adult sport participation rate rising again, supporting a more healthy local population, with more green gyms contributing to this rise
- Level of good and outstanding schools (92%) among best in England
- Runner up for Outstanding Achievement in Road Safety Education, Training & Publicity
- The MyHarrow account, our innovative online banking approach, reaching 45,000
- Winning a national award for the best customer service centre, beating competition from the private sector
- Progress made against the Council's Equality Objectives as assessed through the publication of the Annual Equalities Progress Report



## **Council Vision & Priorities for 2014/15**

The Council's vision is: ***Working Together to Make a Difference for Harrow***

The vision is rooted in the community we serve and our ambition for the borough. We believe that the people of Harrow are what makes us strong, united and will enable us to succeed. As a community, Harrow is one of the most ethnically and religiously diverse boroughs in the country. Cohesion is strong, but as the population continues to grow within the borough, we will not take this cohesion for granted. It is therefore important that we work ever closer together with our residents, the voluntary and community sector, partners and businesses to make sure Harrow is successful and a place where residents are proud to call their home.

To achieve our vision, the Council wants to enable residents to have the chance to become more active citizens by providing support and opportunities to contribute to the decision-making process and playing a greater part in making Harrow better. We remain ambitious about what we can achieve together, and with the level of savings we have to make over the next four years we will place engaging and involving the community at the centre of our approach. We will do this by working more closely with partners such as the voluntary and community sector whilst at the same time being more innovative and saving money in the Council.

We will create a model of local government where the Council works with local people and the voluntary sector every step of the way. The council does not always know best, and it certainly no longer can afford to pay for everything. So as we reduce the amount that we spend and therefore the amount that we can do in Harrow, we will need to work harder with residents, partners and businesses to make Harrow a place where people want to live, work and visit.

As a Council we will deliver the vision by ensuring we target our resources to make the biggest impact on our new Council Priorities:

- 1. Making a difference for the vulnerable**
- 2. Making a difference for communities**
- 3. Making a difference for local businesses**
- 4. Making a difference for families**

### **Making a difference for the vulnerable**

Although Harrow is a great place to live, there are also many people who are in real need with poverty, ill-health and poor housing all being major issues in the borough. For example, in Harrow there is a larger proportion of older people, when compared to the London average, and older people generally have greater support needs. We will continue to prioritise our core commitment to help and support those most in need in our community. One of the most important ways in which we can help residents improve their quality of life, health and wellbeing in these difficult times is to help those in need to get out of or avoid poverty, by finding work that gives them a good quality of life and helping them to deal with the rising cost of living.

Active residents, either through caring for an elderly relative or friend, or supporting those who need help to travel around the borough are vital for our success in helping those most in need. The Council owes a great debt of gratitude to all those who make such selfless sacrifices within Harrow and we must never take them for granted. We want to listen to individuals and groups in the community to see how they can be supported to continue to do the things which make such a real difference to the lives of so many people.

We know that we are but one of the many organisations and individuals that make a difference day in day out to the lives of our residents and as our resources reduce we will need to support sustainable ways for others to do more in Harrow. However, our pledge to invest an extra £1m to tackle domestic violence, support carers and stand up for those in need is central to how we will deliver this priority and as our vision sets out, we will do this by working together, not through top down decisions and actions.

### **Making a difference for communities**

Harrow is a borough with significant potential. The regeneration programme for the borough is a once in a generation opportunity to make a real difference to the place and people's quality of life by building new houses, encouraging business development and creating new job opportunities. Harrow's diversity is one of its strengths and ensuring fairness and equality of opportunity for all residents and communities in Harrow is critical.

We will look at how, by working with residents and the voluntary and community sector, we can improve the capacity and resilience of all communities within the borough to be able to come up with solutions to the challenges that they face, and be able to step in where public services can no longer operate or are affordable. Community engagement and involvement are therefore a key feature of how this Council will approach decision-making. Given the nature of the cuts in funding we are receiving, it has never been more important for everyone to have the opportunity to get involved and take part in the planning, development and delivery of those things that matter most to residents.

Harrow already has a high proportion of residents who volunteer in their communities, gaining new skills and friends while helping others. We want to build on this local resourcefulness within our communities. It will be the role of councillors to bring people together to make a real and positive difference to their area. Councillors should be leaders in their local community and therefore be rooted in the area that they serve and be seen to be active; contributing to what matters to the community, facilitating debate, bringing people together and acting to deliver those things that make a big difference to communities.

We know that people are busy, so we will come out to you for your thoughts and not expect you to come to us. We will make better use of technology, recognising that many residents in Harrow are online and develop more innovative ways to get the views of those residents who rarely contact the Council or have previously found it difficult to get into a meaningful conversation with us.

The look and feel of the local community is also important to our residents, so we will continue to work with our partners to tackle anti-social behaviour, and keep crime low. We also want Harrow residents to be proud of the state of their neighbourhoods and will work together with local people to make a difference to the cleanliness and sustainability of their local area, for example through the efforts and endeavours of Community Champions or members of Harrow's Mutual Support Network. We will be tough on those that don't take pride in the look and feel of their neighbourhoods by introducing on the spot fines for littering in our streets.

### **Making a difference for local businesses**

Encouraging growth in the local economy is an important component in being able to help and support residents get a better quality of life. Harrow has a Town Centre and nine local shopping centres. These are all vital to Harrow as a place and ensuring these remain vibrant will help our local businesses, as well as create employment opportunities for our residents. We will provide a period of free parking in our district shopping centres to support our local businesses and make them places where local residents look to spend their time and money.

But we recognise that supporting local business is not just about our local shops. Harrow has a high level of entrepreneurialism, and we want to make sure that as our residents create new opportunities, they can remain in Harrow as their businesses grow. This is also important for local people to access local employment opportunities and will put Harrow on a strong footing to maximise the benefits of any sustainable growth in the economy. As further support we will look to create over 500 jobs and apprenticeships to support our young people into work.

### **Making a difference for families**

Families are at the heart of our communities in Harrow, and we recognise that for some the last few years of 'austerity' have been a struggle. We want to make sure that Harrow is a place where families can thrive, from good quality housing and safe neighbourhoods, to good schools for their children and jobs which enable the aspiration of families to be met. We know that the cost of living has risen in Harrow, and we will do all we can to support families through this, targeting our resources as best we can so that families can feel the full benefits of economic growth. As part of our commitment to this priority, we will also tackle rogue landlords. Our priority for every family is to ensure that they can live in a neighbourhood which has a real sense of community, in a house they can be proud to call their home.

### **Key Pledges**

To deliver these four priorities the Council will focus on the delivery of five key pledges which are:

1. Build more affordable homes and tackle rogue landlords to deal with the housing crisis
2. Provide a period of free parking in our district shopping centres to support local businesses and residents
3. Invest an extra £1m to tackle domestic violence, support carers and stand up for those in need
4. Introduce on the spot fines for littering in our streets to help clean up Harrow
5. Create over 500 jobs and apprenticeships in Harrow to support our young people

With the financial challenges the Council faces, it is important to focus on what needs to be done first, to enable the delivery of community outcomes. Therefore within the next year the Council will:

- Launch a programme of consultation and engagement with residents to discuss how together we can meet the challenges of the future, which will include:
  - Budget choices the Council faces;
  - Our aspirations for regenerating the borough;
  - How the Council can connect more with the concerns and needs of local residents; and
  - How we can work better with residents on the things that matter
- Start work to promote an energy co-operative in Harrow
- Build on the Harrow Help scheme, initially approved at Council in February 2013, to make sure that people have support when they need it
- Strengthen the support available for carers, by working with the NHS, voluntary sector organisations and carers themselves

- Promote the Harrow credit union
- Support and promote community engagement to make neighbourhoods better places for residents to live
- Replace Neighbourhood Champions with Community Champions, making sure that the community is at the heart of everything the Council does
- Changing the behaviour of the minority of residents who litter or spit in public through using on the spot fines
- Make affordable housing one of the main considerations in terms of 'planning gain' when approving planning applications for new developments
- Work to protect vulnerable people from spiralling debt, including banning access to pay day loan websites from all Council computers

### **Efficient and Effective Organisation**

Whilst delivering the above priorities, we will also continue to maintain our approach to being an efficient and effective organisation. Given the scale of the challenges we face as a Council, our workforce and that of our partners will need to be suitably skilled and motivated. The Council's new Workforce Strategy will ensure this collective workforce is able to meet those challenges and has the capability, competence and confidence to deliver quality services to our community. It will also be essential that we work well together as a Council. The challenges ahead will require us to remove bureaucracy where we can and do things ourselves where we can. To enable this we will need to make sure that our values are right, and this is why we will be engaging on a refresh of the CREATE Values<sup>1</sup> in 2014.

To achieve being an efficient and effective Council we will therefore:

- Continue to improve our procurement process to extract greater value for money from our contracts
- Deliver our new Workforce Strategy, including the introduction of a Future Leaders Programme for Harrow staff
- Continue to reduce staffing costs through reorganisation and ensuring the appropriate use of interim and agency staff
- Explore options for trading and providing services with other councils
- Change the way we work in the Civic Centre, by reducing the need for staff to come into the office by giving them new, more stable IT, which enables them to be more productive and spend more time out in the community and the Council to reduce the overall size of our office space
- Deliver the cost reduction programme in the Council's back office functions for 2015/16 onwards including the reprocurement of a new contract for IT services
- Review the performance management process of the Council
- Encourage more services to move to our online customer platform, the MyHarrow Account without leaving vulnerable residents behind

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<sup>1</sup> Customer First, Respect, Engaged Communication, Actively one council, Taking responsibility, Energise & improve

## Regeneration in Harrow

Harrow as a place has significant potential with large regeneration opportunities. The developing regeneration programme for the borough is a once in a generation opportunity to make a real difference to the place and people's quality of life by building new houses, encouraging business development, improving the town centre and district centres and creating new job opportunities. Encouraging growth in the local economy is a vital component in being able to offset some of the worst effects of the current economic conditions. It raises much needed income to invest in social infrastructure such as schools, leisure and sports facilities and transport improvements that the people of Harrow can be proud of.

Regeneration provides an ideal opportunity to meet our council priorities and make a difference for the vulnerable, our community, families, and local businesses, making Harrow a place where people want to live, work and visit.

In our emerging thinking on regeneration we will look to provide:

- Affordable homes
- Private Rented Housing (so that residents do not need to turn to rogue landlords)
- Employment & training opportunities for our community
- Tender opportunities to local businesses
- Ways to reduce crime and address increasing cost of living through intelligently designed estates and homes for our communities, designing out crime, and addressing fuel poverty through energy efficient homes
- Enhanced infrastructure and services
- Bringing forward Town Centre regeneration

Our work to develop a regeneration strategy for Harrow has centred around the focus on People, Place and Business. Our aspiration for what we can achieve by working together with the community, stakeholders and partners is a borough where:

- Harrow residents and businesses benefit from local economic prosperity, investment and planned growth in the borough
- New homes and employment opportunities will be created, new and existing business will be able to grow and expand, supported by investment in new physical and social infrastructure
- Residents will be supported to have the necessary skills and education to access employment, apprenticeships and training opportunities
- Life expectancy improves and health inequalities reduce
- Looks to improve the needs of the more vulnerable and disadvantaged groups of young people
- Access to safe and attractive open spaces will be improved, recreation opportunities for all will be promoted alongside art and cultural activities
- Continued investment and support for excellent schooling and social infrastructure, to promote fair and safe access for all across the borough
- Harrow is seen as a clean, green and attractive place in which to live, invest and work in.

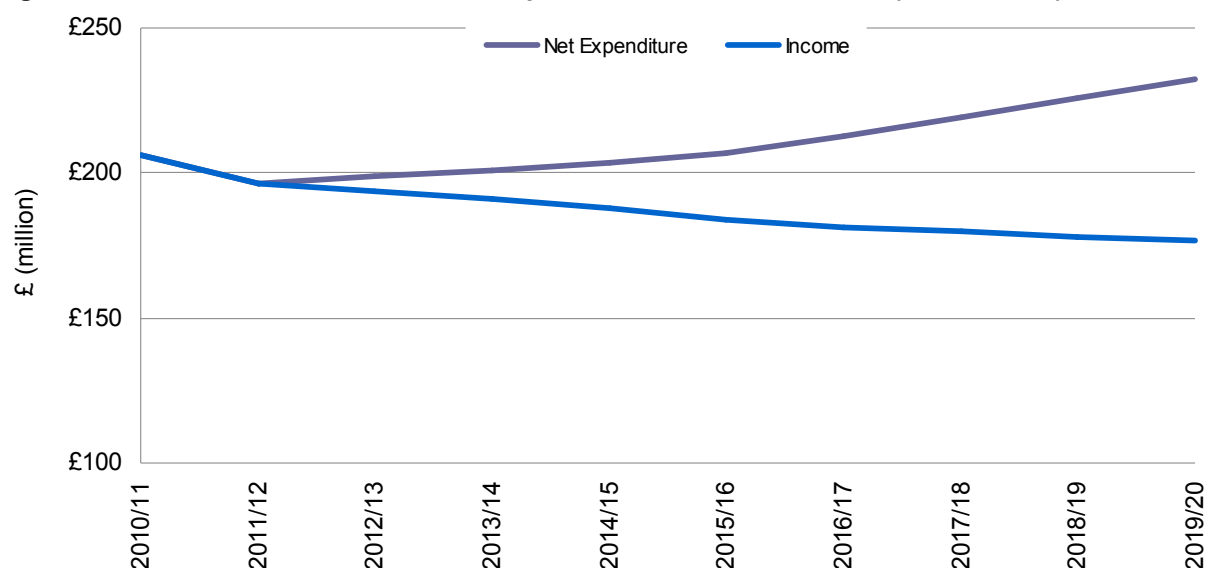
## The Council Beyond 2015: Our Emerging Approach

We know there are some tough times still ahead. Given the Government's deficit reduction plan will have to continue until at least 2018, the need for the Council and other parts of the public sector to continue to make further savings will not go away. In fact we expect it to intensify. In the Medium Term Financial Strategy 2014/15 to 2016/17 (MTFS) approved by Council in February 2014 the reported budget gap was £24.740m and £20.765m for 2015/16 and 2016/17 respectively. The budget gap was based on an indicative central government grant settlement for 2015/16 alongside a number of assumptions on council tax, inflation and movements on government grants.

There was a significant reduction in central government grant funding for 2014/15 of £9.5m (18%). This trend of significant reductions is expected to continue and the MTFS assumes a reduction of £11.9m (28.1%) in 2015/16 and £10m (32.6%) in 2016/17. In effect this means that a total of £31.4m of grant cuts will impact on the Council between 2014/15 and 2016/17, equivalent to 20% of our current net controllable spend. Assuming a further budget gap of £15m per annum for 2017/18 and 2018/19, the total estimated budget gap for the four year period 2015/16 to 2018/19 is £75m.

Based on these continuing significant reductions in Government grant, if we as a Council are going to successfully make this level of additional savings whilst retaining the ability to deliver against our vision and priorities, there is a need to start considering now, what shape the Council should take from 2015 onwards, and what outcomes we will be able to afford to deliver. The following graph from the LGA shows the growing gap between their assumptions on our projected income and the costs of delivering services as a Council, which highlights the nature of the challenge that we face.

**Figure 2: Harrow Council's income and expenditure, 2010/11 – 2019/20 (Source LGA)**



As part of this work to develop the Council of the future we will need to consider fundamental change to the way local services are funded and organised and revising the resident expectations of what councils will provide. We will also target and prioritise those areas of the borough where the evidence tells us that we need to support residents more. To help us do this, we have set out four areas where we believe we will need to develop programmes of work. These are:

### **Regeneration:**

Looking at our key sites and being bolder about the investment we attract and deliver within the borough, building more new homes and making Harrow a better place to live, work and run a business.

**Using the Market Better** (Better procurement and income generation):

We will try even harder to get the best value out of every pound we spend, seeking to improve our purchasing through better procurement (getting more for less) as well as reducing the subsidy on certain services where charging can be made, so that we continue to fund the services that residents value. We will also look to see whether we can charge other Councils or the public sector for services we currently run well, so as to bring in more income and prevent us making further cuts.

**Public Sector integration:**

Looking to develop better outcomes for residents, especially the vulnerable by working together and more closely with our partners, for example in health and social care, putting the patient and user at the heart of what we do together.

**Community Capacity and Early Intervention** (Empowering residents):

We will look to deliver better outcomes by working with residents and the community to understand who is best placed to deliver them, without taking a default position that the Council 'knows best'. The business case for making significant savings from this activity is as yet unproven. However, we will seek to empower residents to do more in order to take on the baton of delivering better community outcomes. The Council will therefore deliver those things where it, and only it, is best placed to do so. This could include some services becoming self service, both for staff and residents. Our early intervention services are important investments as these will prevent expensive demand coming into our other services, so we need to strategically invest where there is a robust business case to do so.

It is also clear that the Council will not be able to deliver all that it used to with this scale of funding reduction, so understanding the potential of our community capacity will be essential. The Council's resources are only one part of the totality of resources in the borough that can contribute to the delivery of outcomes in the community. For instance, the private sector also provides services or investment which makes a difference to residents' lives, as well as other public sector partners and the voluntary and community sector. It will be the Councils' community leadership role to create an environment where we work together with all partners and stakeholders to make a positive difference, and only in achieving this ambition will we overcome the challenges ahead and build a better borough.

**Service Levels** (Living within our means):

This will be a critical programme of review across all our services, understanding where we need to cut back to the minimum required, reducing our overheads and providing what is affordable. This will mean that for some services, there will be a reduction in current service standards and quality, but where this is done, we will make every effort to ensure that the service can still provide a valuable impact in the community rather than being reduced to something where there is no value in continuing.

**Principles to Achieve this Change**

To achieve the Council of the future, we will adopt a set of principles which will help guide our thinking in the development and delivery of this programme of transformation that will help make a difference to the lives of residents in Harrow. The Council will be:

- A learning organization that celebrates success and honestly evaluates
- Ambitious and take managed risks
- Involving, informative and engaging
- Empowering, fair and equitable
- Open, honest, transparent, managing expectations with clear communications

Work is underway to develop proposals for the 2015/16 year and beyond, and it is the Council's intention that a full programme of resident engagement and consultation will take place starting in the autumn to test out these plans.



<b>Corporate Priority</b>	<b>Making a Difference for the Vulnerable</b>
Specific outcomes we want to achieve	<ul style="list-style-type: none"> <li>a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>b. Harrow residents are supported to live as independently as possible and given choice about the services they receive through personalisation.</li> <li>c. Improve the mental health and well-being of residents, particularly young people and teenagers.</li> <li>d. Improve life expectancy in the borough and reduce the health inequalities gap.</li> <li>e. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> <li>f. Reduce incidences of fraud in the borough</li> </ul>
Key projects and initiatives to deliver this priority	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>○ Ensure early intervention services are in place to prevent safeguarding issues developing, reduce involvement in crime and target teenagers most at risk</li> <li>○ Continue to work to reduce incidences of domestic violence</li> <li>○ Promote community cohesion and greater integration of our diverse communities</li> <li>○ Ensure services to carers and reablement services are in place</li> <li>○ Assist families who are experiencing inter-generational unemployment and barriers to work through our Families First Project</li> <li>○ Continue to prevent homelessness by helping families stay in their home or find suitable alternative accommodation if this is not possible,</li> <li>○ Tackle those landlords who are trying to take advantage of families</li> <li>○ Deliver the Mutual Support Network in Harrow to bring additional support to residents</li> <li>○ Increase the number of people with personal budgets and their ability to access My Community ePurse</li> <li>○ Work with the West London Alliance to secure greater efficiencies in adult social care whilst supporting positive outcomes</li> <li>○ Continue to build on the success of autism support in Harrow, incorporating the requirements of the Department of Health <i>Autism Refresh Strategy</i> launched April 2014</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>○ Ensure that the investment in extra children’s social workers and adult social care to meet rising demand and population growth (agreed in the February 2014 Budget) keeps vulnerable people safe</li> <li>○ Strengthen the support available for carers</li> <li>○ Develop community capacity to support vulnerable people</li> <li>○ Deliver continuous improvement in services to meet the raised standards of regulators including Ofsted</li> </ul> <p><b>What we will do differently:</b></p> <ul style="list-style-type: none"> <li>○ Identify the best options to sustainably invest in reducing Domestic Violence to make a difference to those families where this has become an issue</li> <li>○ Reduce the demand for special needs transport by delivering</li> </ul>

<b>Corporate Priority</b>	<b>Making a Difference for the Vulnerable</b>
	<p>independent travel training and exploring options for an alternative provider</p> <ul style="list-style-type: none"> <li>○ Work towards implementing the changes as a result of the Care Act, supporting our most vulnerable residents impacted by the changes, and responding to user needs and future demands</li> <li>○ Work to protect vulnerable people from spiralling debt, including banning access to pay day loan websites from all Council computers</li> <li>○ Promote the Harrow credit union</li> <li>○ Develop options for an energy cooperative in Harrow Council</li> <li>○ Relaunch the Harrow HELP scheme</li> <li>○ Provide more person-centred support and care to people with autistic spectrum conditions, as part of developing 'whole system' approach to community service delivery</li> </ul>

Corporate Priority	Making a Difference for the Vulnerable
Indicators that will evidence achievement	Child Protection Plan for 2 <sup>nd</sup> or subsequent time (within 2 years of last plan)
	First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period
	Care leavers not in education, employment or training at 19
	The extent to which those with long term support had their care needs reviewed during the year (last 12 months' reviews) i.e. rolling 12 months or The extent to which those with long term support had their care needs reviewed during the year (this year's reviews) i.e. in year cumulative
	Percentage of children with Child Protection Plan for over two years
	Stability of placements of Children Looked After
	Repeat referrals to Children's Social Care (within 12 months)
	Timeliness of assessments, percentage completed in 45 working days (year to date)
	The Outcome of Short Term Services (sequel to short term support to maximise independence)
	% of social care users with self-directed support taking up a cash payment option
	% of carers with self-directed support taking up a cash payment option
	% of social care users who receive self-directed support
	% of carers who receive self-directed support
	Council adaptations: average time taken from assessment to completion of works (weeks)
	Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)
	Percentage of mothers who are totally or partially breastfeeding at 6-8 week check.
	Smoking prevalence (annual)
	Premature mortality from circulatory disease, rate per 100,000 aged <75 (annual)
	Premature mortality from cancer, rate per 100,000 aged <75 (annual)
	Adult participation in sport and active recreation (Sport England Active People Survey results) (annual)
	Number of smoking quitters
	Number of eligible people receiving health checks
	The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months (annual) Will be quarterly from 2014/15
	The percentage of non-opiate users leaving treatment drug-free and not returning to treatment within 6 months (annual) Will be quarterly from 2014/15
	The % of children with a good level of development. Children are meeting or exceeding the Early Learning Goals in the following areas: 1. Communication & Language; 2. Literacy; 3. Maths; 4. Personal, Social & Emotional Development; 5. Physical Development (Annual)
	The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual)
	Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)
	Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)
	Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual)
	Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual)
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual)	

<b>Corporate Priority</b>	<b>Making a Difference for the Vulnerable</b>
	Achievement gap between pupils with special educational needs and their peers, based on pupils achieving 5+ A*C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual)
	Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population
	Children Looked After: rate of fixed term exclusions as percentage of Harrow Children Looked After population
	Percentage of sessions absent from school amongst school age Children Looked After, in school year to date
	Raising the Participation Age (to participate in education or training):No more than 1.5% of those aged 16-17 are not participating by December 2013 (annual)
	Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)
	Termly rate of Fixed Term Exclusions as percentage Harrow school population (Not reported in Q1)
	Termly rate of overall absence in primary schools (Not reported in Q1)
	Termly rate of overall absence rate in secondary schools (Not reported in Q1)
	Number of Council homes retrieved by anti-fraud action (annual)
	No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions
	No. of Corporate fraud sanctions (all types non benefit)

<b>Corporate Priority</b>	<b>Making a Difference for Communities</b>
Specific outcomes we want to achieve	<ul style="list-style-type: none"> <li>a. Work together with residents &amp; businesses to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism.</li> <li>b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment.</li> <li>c. To continue to be one of the safest boroughs in London by reducing the overall level of crime, and incidences of anti-social behaviour.</li> <li>d. Work to reduce the fear of crime in the borough</li> <li>e. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow.</li> <li>f. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community.</li> <li>g. People from all backgrounds feel they are respected, treated fairly and get on well together.</li> <li>h. Ensure that those who play by the rules see benefit in doing so, and those who don't are dealt with appropriately</li> </ul>
Key projects and initiatives that will deliver this priority	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>○ Maintain the current high standards for waste collection, recycling and waste minimisation</li> <li>○ Deliver the Local Transport Implementation plan</li> <li>○ Deliver the Harrow Green Grid to bring about a more co-ordinated management of all green spaces in Harrow</li> <li>○ Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough</li> <li>○ Increase the number of tenants and residents involved in shaping and scrutinising the housing service</li> <li>○ Offer further opportunities for volunteers to engage with and support a wide range of services</li> <li>○ Encourage greater use of our libraries</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>○ Actively campaign and engage with residents to work towards achieving 50% recycling rates</li> <li>○ Share intelligence with key partners such as the Police through regular Joint Agency Tasking and Co-ordination Group meetings to reduce fear of crime and anti social behaviour</li> <li>○ Consider innovative ways of ensuring that dog fouling in streets and parks is reduced, for example through dog chipping and responsible dog ownership drive for tenants</li> <li>○ Support and promote community engagement to make neighbourhoods better places for residents to live</li> <li>○ Improve the impact of planning enforcement</li> <li>○ Look at how we can engage with residents so they can help us to reduce costs by doing more for their community, for example; becoming a Community Champion or a member of Harrow Mutual Support Network or other volunteering opportunities</li> </ul>

<p><b>Corporate Priority</b></p>	<p><b>Making a Difference for Communities</b></p>
	<p><b><i>What we will do differently:</i></b></p> <ul style="list-style-type: none"> <li>○ Launch a review of how the Council works with and engages with the Voluntary and Community Sector, and ensure this is seen as part of the Council's broader engagement agenda</li> <li>○ Demonstrate that the Council is behind residents by focusing on reducing anti-social behaviour through working with partners and listening to residents</li> <li>○ Replace Neighbourhood Champions with Community Champions to increase and support volunteering in the local community</li> <li>○ Change the behaviour of the minority of residents who litter or spit in public through using on the spot fines</li> <li>○ Support the community to run cultural events themselves by, for example, providing advice on licensing and health and safety.</li> <li>○ Bring in more resources to the sports network in the borough</li> <li>○ Re-launch the Council's fairer grants campaign</li> <li>○ Develop further our strategy for culture in the borough</li> <li>○ Change the way the Council involves and empowers residents to shape and deliver better outcomes for the community (as part of this commitment Labour Councillors will be required to do 1 hour of community activity per week)</li> <li>○ Work with the community to empower them to access alternative funding streams that the Council can't access</li> <li>○ Aspire to introduce a green gym in every park</li> <li>○ Consider the introduction of a Harrow Card</li> <li>○ Focusing parking enforcement on drivers who park with no regard for others, i.e. outside schools and on residents driveways</li> <li>○ Apply for more hours of community payback to make those who do wrong pay back to society</li> </ul>

<b>Corporate Priority</b>	<b>Making a Difference for Communities</b>
Indicators that will evidence achievement	
	Improved street and environmental cleanliness, litter
	Improved street and environmental cleanliness, detritus
	Improved street and environmental cleanliness, fly posting
	Improved street and environmental cleanliness, graffiti
	Number of active park user groups (annual)
	Residents who are satisfied with the safety of Harrow Town Centre Reputation Tracker (bi-annual)
	Number of residential burglaries
	Rate of proven re-offending by young offenders
	First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)
	The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months (annual) Will be quarterly from 2014/15
	The percentage of individuals leaving treatment drug-free and not returning to treatment within 6 months (annual) Will be quarterly from 2014/15
	Repeat incidents of domestic violence
	Percentage of food establishments compliant with food hygiene law
	Percentage of street lights functioning
	Average time taken to repair street lights (days)
	Percentage of 3 <sup>rd</sup> party contract spend placed with local organisations
	Percentage who agree the Council takes account of residents' views when making decisions, Reputation Tracker (bi-annual)
	Percentage who feel that they can influence decisions affecting their local area, Reputation Tracker (bi-annual)
	Percentage of Tenant Scrutiny Panel Reviews recommendations adopted (annual)
	Percentage of residents who agree that people get on well together in their local area, Reputation Tracker (bi-annual)
	Equality of service provision (Adults)
	% of new starters who completed the mandatory Equality Matters (either face to face or E-Learning Module) within the first 8 weeks of their employment.
	% of existing (existing in April '14) who have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module)
	Number of Council homes retrieved by anti-fraud action (annual)
	No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions
	No. of Corporate fraud sanctions (all types non benefit)
	Percentage of street lights functioning
Average time taken to repair street lights (days)	

<b>Corporate Priority</b>	<b>Making a Difference for Local Businesses</b>
Specific outcomes we want to achieve	<ul style="list-style-type: none"> <li>a. Harrow residents and businesses benefit from local economic prosperity, investment and business survival rates are improved</li> <li>b. Support sustainable business growth, and further integration of local businesses into the community</li> </ul>
Key projects and initiatives that will deliver this priority	<p><b>What we will continue to do</b></p> <ul style="list-style-type: none"> <li>○ Support Harrow businesses and small and medium sized enterprises (SMEs) to benefit from procurement opportunities</li> <li>○ Work with Traders Associations and the Business Improvement District (BID) to attract greater footfall and spend with businesses in Harrow Metropolitan Town Centre and our district centres</li> <li>○ Promote access to recognised quality national, regional and local business support provision to improve the sustainability and growth of business &amp; start ups</li> <li>○ Support businesses to recruit locally</li> <li>○ Provide district centre investment guides to businesses</li> <li>○ Promote the Business Friends of Harrow</li> <li>○ Continue to invest in the town centre and district centres to attract investment and jobs</li> </ul> <p><b>What we will do more of</b></p> <ul style="list-style-type: none"> <li>○ Promote social value through the procurement process: increasing the number of apprentices and local people recruited; and increasing spend with SMEs and Harrow businesses</li> <li>○ Deliver business forums to promote networking, learning and a voice for business</li> <li>○ Support Harrow businesses to access business support information and provision</li> <li>○ Support the development of local networks (Traders Associations, Businesses Improvement Districts, Community Partnerships) to develop area based action plans.</li> <li>○ Support SMEs and local businesses to access local tender opportunities.</li> <li>○ Use the Business Newsletter and Website to provide information to business</li> </ul> <p><b>What we will do differently</b></p> <ul style="list-style-type: none"> <li>○ Support businesses to develop their workforce through apprenticeships</li> <li>○ Work with businesses to encourage them to pay the London Living Wage</li> <li>○ Promote Harrow as a place for business and investment</li> <li>○ Create spaces to stage events and attract greater footfall</li> <li>○ Work with the GLA and private sector to provide work space</li> <li>○ Work with local business and community groups to animate &amp; promote the Metropolitan Town Centre and district centres</li> <li>○ Introduce a period of free on street parking across the borough</li> <li>○ Improve the environment for businesses through on the spot fines for littering</li> <li>○ Encourage private sector landlords to sign up to a landlord and tenant charter</li> </ul>



<b>Corporate Priority</b>	<b>Making a Difference for Local Businesses</b>
<b>Indicators that will evidence achievement</b>	<p>The percentage difference between Harrow and the rest of London in respect of JSA claimants</p> <p>Number of social housing homes freed up through Council intervention / Grants2Move (annual)</p> <p>Resident perceptions of town centre and range of shops Reputation Tracker (bi-annual)</p> <p>Vacancy rates in Town Centre</p> <p>Percentage of 3<sup>rd</sup> party contract spend placed with local organisations</p> <p>Care leavers not in education, employment or training at 19</p> <p>Number of residents supported into employment, by the Council (annual)</p> <p>Number of businesses supported, by the Council (annual)</p> <p>16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Adult and Community Learning – success rates (annual)</p>

Corporate Priority	Making a Difference for Families
Specific outcomes we want to achieve	<ul style="list-style-type: none"> <li>a. To continue to be one of the safest boroughs in London by reducing the overall level of crime, and incidences of anti-social behaviour.</li> <li>b. Work to reduce the fear of crime in the borough</li> <li>c. Ensure families can live in affordable and quality homes</li> <li>d. Protect those families who are most in need of support</li> </ul>
Key projects and initiatives to deliver this priority	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>○ Deliver our innovative Help2Let Scheme so that residents and families in housing need can access housing</li> <li>○ Tackle housing fraud, anti-social behaviour and hate crime on housing estates</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>○ Ensure those residents who play by the rules feel satisfied that the Council is on their side by identifying fraudsters and acting against them</li> <li>○ Continue the Harrow Home Improvement Agency to help landlords and home owners with a disability to make adaptations to their homes</li> <li>○ Improve the impact of planning enforcement</li> </ul> <p><b>What we will do differently:</b></p> <ul style="list-style-type: none"> <li>○ Tackle rogue landlords who prey on the vulnerable through raising the quality of Homes of Multiple Occupation (HMOs) and tackling the growth of ‘beds in sheds’ (as part of this we will look into full licensing of all homes in the private rented sector)</li> <li>○ Dealing with the housing crisis by setting out plans to build more affordable houses</li> <li>○ Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external sources of funding</li> <li>○ Work to improve the energy efficiency of the homes of Harrow’s poorest families</li> <li>○ Investigate schemes to reduce childcare costs for residents and council employees</li> <li>○ Put families at the centre of policy development so that all our efforts support families in these hard times</li> <li>○ Work with schools and FE colleges to support the continuous rise in educational standards</li> </ul>
Indicators that will evidence achievement	
	The percentage difference between Harrow and the rest of London in respect of JSA claimants
	Number of social housing homes freed up through Council intervention / Grants2Move (annual)
	Number of affordable family homes completed
	Total number of households to whom we have accepted a full homeless duty
	Resident perceptions of town centre and range of shops Reputation Tracker (bi-annual)
	Percentage of 3 <sup>rd</sup> party contract spend placed with local organisations
	Care leavers not in education, employment or training at 19
	Number of affordable homes delivered (gross) Number of social housing homes freed up through Council intervention / Grants2Move (annual)

	Net number of new homes completed (annual)
	No of empty private sector properties brought back into use, using Council, West London and HCA grant funds
	Number of residents supported into employment, by the Council (annual)
	16 to 18 year olds who are not in education, employment or training (NEET)
	Adult and Community Learning – success rates (annual)
	Residents who are satisfied with the safety of Harrow Town Centre Reputation Tracker (bi-annual)
	Number of residential burglaries
	Rate of proven re-offending by young offenders
	First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)
	Repeat incidents of domestic violence
	Percentage of food establishments compliant with food hygiene law

	<b>Efficient and Effective Organisation</b>
Specific Outcomes we want to achieve	<p>We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, improving the working between services within the Council and continuing to collaborate with regional bodies and other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible on a more 24/7 basis.</p>
Key projects and initiatives to deliver that will deliver this priority	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>○ Reduce staffing and management costs</li> <li>○ Find further efficiency savings in all departments</li> <li>○ Rationalise and maximise the use of Council property assets</li> <li>○ Contain our utility costs by installing energy efficiency measures in our buildings and schools</li> <li>○ Deliver our new Workforce Strategy, including the introduction of a Future Leaders Programme for Harrow staff</li> <li>○ Ensure the appropriate use of interim and agency staff</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>○ Improve procurement to get the most out of our contracts</li> <li>○ Look at ways to increase income</li> <li>○ Improve our financial management, and ensure that there are steady managed budget reductions on the basis of smaller Council resources</li> <li>○ Continue to encourage more of our services to move to our online customer platform – the MyHarrow Account without leaving vulnerable residents behind</li> </ul> <p><b>What we will do differently:</b></p> <ul style="list-style-type: none"> <li>○ Launch a review into the management structure at the Council</li> <li>○ Strengthen our relationship with our Trade Unions to enable the Council to deliver the scale of change necessary</li> <li>○ Work to ensure that Harrow’s workforce profile better matches that of the Harrow Community by particularly encouraging young people, the disabled and people from our diverse range of communities to work for the Council</li> <li>○ Modernise our back office functions to reduce costs</li> <li>○ Explore the potential for new delivery models, early intervention, new stream of finance and community capacity to provide further savings</li> <li>○ Review the Council’s performance management processes</li> <li>○ Re-procure a new contract for IT services</li> <li>○ Where possible, work towards being more commercial</li> </ul>
Indicators that will evidence achievement	
	Percentage who feel the Council keeps them informed of services & benefits it provides, Reputation Tracker
	Percentage who agree the Council provides good value for money, Reputation Tracker
	Percentage of residents who are satisfied with the way the Council runs things, Reputation Tracker
	Proportion of web forms and web visits as a percentage of overall contact
	Average cost per transaction (£) (Access Harrow)
	Tenant satisfaction with the housing repair and maintenance service (%)

	<b>Efficient and Effective Organisation</b>
	Total debt collected, at year to date, as a % of total debt raised
	Average debtor days, per quarter
	Percentage of Council Tax collected
	Variation in business rate yield
	Percentage of non-domestic rates collected
	Proportion of web forms and web visits as a percentage of overall contact
	Staff sickness - average days per FTE excluding schools
	Workforce with an appraisal in the last 12 months
	Customer enquiries that should not have been necessary (percentage)
	The proportion of enquiries that were resolved at the first point of contact
	Time taken to process housing benefit and council tax benefit new claims and change events (days)

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## 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	
In year cost savings		Full Council	
Title of Project:	Corporate Plan		
Directorate / Service responsible:	Resources, Strategic Commissioning		
Name and job title of lead officer:	Alex Dewsnap		
Name & contact details of the other persons involved in the assessment:	Rachel Gapp		
Date of assessment:	June 2014		

### 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>In May 2014, a new Labour administration took control of the Council, and agreed at Council on the 12<sup>th</sup> June a new vision and set of priorities:</p> <p>Vision: <i>Working Together to Make a Difference for Harrow</i></p> <p>Priorities:</p> <ul style="list-style-type: none"> <li><i>Making a difference for the vulnerable</i></li> <li><i>Making a difference for communities</i></li> <li><i>Making a difference for local businesses</i></li> <li><i>Making a difference for families</i></li> </ul> <p>The Corporate Plan is being amended from the version agreed by Council on the 27<sup>th</sup> February 2014 to reflect this new political direction. This EQIA accompanies</p>
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the new Corporate Plan, which is drawn from the approved versions of the Corporate Plan in February 2013 (The agreed Corporate Plan covered two years including 2014/15) and February 2014.

The delivery Plan has been updated to reflect the new priorities and the measures have also been updated.

The Corporate Plan aims to set out the key areas of delivery for the remainder of the 2014/15 year, and will be delivered within the same cost envelope as the approved MTFs in February 2014. Given the approved budget, there are no new savings proposals being put forward as part of this Plan over and above what was approved in the Corporate Plan in February 2014 and the MTFs. There are therefore no equality implications from the perspective of additional savings.

From the perspective of the additional activity which is set out within the updated Plan they are all supporting the new priorities which encompass all protected characteristics. Therefore there are no direct adverse implications from the delivery plan. However, for some of the substantial areas where work is to start on developing business cases or on new ways of delivery, officers will need to carry out initial EQIAs to ensure that any indirect implications are appropriately managed and mitigated against.

Residents / Service Users	Partners	Stakeholders	
Staff	Age	Disability	x
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	x
Race	Religion or Belief	Sex	x
Sexual Orientation	Other		

**2. Who are the main people / Protected Characteristics that may be affected by your proposals? ( all that apply)**

**3. Is the responsibility shared with another directorate, authority or organisation? If so:**

- Who are the partners?
- Who has the overall responsibility?

Some of the activities proposed in the Corporate Plan are delivered in partnership with statutory partners like the police, e.g. ASB prevention and working with the Joint Agency Tasking and Coordination Group, and health service, e.g. related



- How have they been involved in the assessment?

activity to deliver the Better Care Fund. For activity involving partners which is new within the Corporate Plan EQIAs will be completed where appropriate to do so.

### Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(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)

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13, the 2011 census. It shows the known make up of staff working for Harrow Council and residents in Harrow.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
<b>Ethnicity</b>	BAME	36.08%	57.75%
	White	52.08%	42.25%
	Unknown	11.84%	0.00%
<b>Sex</b>	Male	22.36%	49.40%
	Female	77.64%	50.60%
<b>Disability</b>	Yes	1.81%	16.40%
	No	93.66%	83.60%
	Unknown	4.53%	0.00%
<b>Age</b>	16 to 24	3.34%	11.70%
	25 to 34	17.39%	
	35 to 44	22.67%	30.40%

	55 to 64	21.15%	
	65+	2.69%	14.10%
	Unknown	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	11.00%	37.30%
	Hinduism	4.12%	25.30%
	Islam	1.44%	12.50%
	Judaism	0.57%	4.40%
	Jainism	0.51%	No category
	Sikh	0.39%	1.20%
	Buddhism	0.20%	1.10%
	Zoroastrian	0.02%	No category
	Other	0.86%	2.50%
	No Religion/Atheist	2.09%	9.60%
	Unknown	78.81%	6.20%
	Heterosexual	15.92%	
	Gay Woman/ Lesbian	0.06%	
	Gay Man	0.08%	No category
	Bi-sexual	0.14%	
	Prefer not to say	1.07%	
	Other	0.04%	
	Unknown	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	4.02%	No category
	No	95.98%	
<b>Same gender assigned at birth?</b>	Yes	95.47%	No category

	No Unknown	0.00% 4.53%	
Age (including carers of young/older people)	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Disability (including carers of disabled people)	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Gender Reassignment	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Marriage / Civil Partnership	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Pregnancy and Maternity	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Race	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Religion and Belief	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Sex / Gender	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
Sexual Orientation	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.		
<b>5. What consultation have you undertaken on your proposals?</b>			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups /	What actions have you taken to address the findings of the

		Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).
<p>The delivery plan is updated from the Plan agreed at February 2014 Council. Where there are similar projects and activities being delivered, the relevant consultation will have either been undertaken before these were put forward to be incorporated in the Plan, or will have consultation as part of their next steps towards delivery.</p> <p>Where there are new elements in the plan, these are based on the Labour Party Manifesto, which has been developed in consultation with Harrow residents. Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of these proposals, in keeping with the ambition of the Administration to consult and engage.</p>	<p>There were a range of consultation methods used in developing the proposals for the February 2014 Plan, including surveys, user groups and stakeholder meetings.</p> <p>For the additional areas, consultation was undertaken with community groups, including women's groups, Trades unions and businesses.</p>	<p>Given the Delivery Plan has within it projects which are either about the creation of efficiencies (i.e. no impact on outcome but reduction in resource investment) or activities which will enhance quality of life there is no disproportionate impact of different groups.</p>	<p>No equalities issued identified</p>

**6.** What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

**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	X	X	X	X	X	X	X	X	X

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

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

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

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

**Stage 4: Collating Additional data / Evidence**

**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)

**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).

**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, so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?**

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)				
Disability (including				

carers of disabled people)							
Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							

<p><b>11. 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>11a. 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>	<p>Yes</p>	<p>No impact</p>
<p><b>12.</b> 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</p>	<p>Yes</p>	<p>No</p>	
<p><b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( tick one box only)</p>	<p>§ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. <b>(select outcome 4)</b></p> <p>§ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. <b>(select outcome 4)</b></p>	<p>§</p>	<p>§</p>
<p><b>Stage 6: Decision</b></p>	<p>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)</p> <p>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.</p>	<p>§</p>	<p>§</p>
<p>§</p>	<p>§</p>	<p>§</p>	<p>§</p>



<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.		X
<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

1. 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
All	Ensure that where appropriate key initiatives set out within the Delivery Plan of the Corporate Plan have initial Equality Impact Assessments undertaken.	Documentation completed in accordance Council policy	Before the end of 2014/15	Rachel Gapp, (Head of Policy)	
All	The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also includes progress against the Council's agreed Equality Objectives.	Quarterly performance monitored through CSB and Cabinet	To fit with Quarterly performance cycle	Alex Dewsnap, Divisional Director, Strategic Commissioning	

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### Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

- 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)*
- 16.** How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*
- 17.** Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also includes progress against the Council's agreed Equality Objectives.

As above, through the Strategic Performance Report

No

### Stage 9: Public Sector Equality Duty

- 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

The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the Council in eliminating discrimination, harassment and victimisation.

The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the advancement of equality of opportunity.

The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the fostering of good relations between different groups.

<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>			
<b>19.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage		
Signed: (Lead officer completing EqIA)	Alex Dewsnap	Signed: (Chair of DETG)	Alex Dewsnap
Date:	23/06/14	Date:	23/06/14
Date EqIA presented at the EqIA Quality Assurance Group	7/7/14	Signature of ETG Chair	

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