

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Thursday 27 November 2014

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Phillip O'Dell

Councillors:

Kiran Ramchandani
Adam Swersky

Richard Almond
Barry Macleod-Cullinane (VC)

Reserve Members:

- | | |
|--------------------|-------------------|
| 1. Mrs Chika Amadi | 1. Amir Moshenson |
| 2. Ghazanfar Ali | 2. Bharat Thakker |
| 3. Aneka Shah | |

Contact: Miriam Wearing, Senior Democratic Services Officer
Tel: 020 8424 1542 E-mail: miriam.wearing@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 Sub-Committee;
- (b) all other Members present.

3. MINUTES (Pages 1 - 10)

That the minutes of the meeting held on 9 October 2014 be taken as read and signed as a correct record.

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, Monday 24 November 2014. Questions should be sent to 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 AND OTHER COMMITTEES/PANELS

To receive any references from Council and/or other Committees or Panels.

7. MID YEAR VCS (VOLUNTARY AND COMMUNITY SECTOR) GRANT MONITORING REPORT (Pages 11 - 22)

To receive a report from the Corporate Director Community Health and Wellbeing.

8. SCHOOL EXPANSION PROGRAMME (Pages 23 - 38)

To receive a report from the Interim Corporate Director of Children and Families, and Director of Finance and Assurance.

9. ANY OTHER BUSINESS

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

10. EXCLUSION OF THE PRESS AND PUBLIC

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
11.	Appendix 1 to item 7 – Mid Year VCS (Voluntary and Community Sector) Grant Monitoring report	Information under paragraph 1 (contains information relating to any individuals).
12.	Appendix 2 to item 7 – Mid Year VCS (Voluntary and Community Sector) Grant Monitoring report	Information under paragraph 1 (contains information relating to any individuals).

AGENDA - PART II

11. APPENDIX 1 EXTRACTS FROM MONITORING FORMS OUTCOME BASED GRANTS (OBG)_ (Pages 39 - 74)

12. APPENDIX 2 EXTRACTS FROM MONITORING SMALL GRANTS_ (Pages 75 - 112)

*** 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.]

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

9 OCTOBER 2014

Chairman: * Councillor Phillip O'Dell

Councillors: * Richard Almond * Kiran Ramchandani
* Barry Macleod-Cullinane * Adam Swersky

In attendance: Glen Hearnden Minute 15
(Councillors)

* Denotes Member present

8. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

9. Declarations of Interest

RESOLVED: To note that the following interests were declared:

All Agenda Items

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had been the Portfolio Holder for Adults and Housing for some of the period covered by the reports. He would remain in the room whilst the matters were considered and voted upon.

10. Minutes

RESOLVED: That the minutes of the meeting held on 3 July 2014 be taken as read and signed as a correct record.

11. Public Questions, Petitions and References

RESOLVED: To note that no public questions, petitions or references were received at this meeting.

RESOLVED ITEMS

12. Update on Recommendations from Customer Care Review

The Sub-Committee received a report of the Head of Customer Services which set out the recommended actions to be taken by the Council in response to the Scrutiny Review Group recommendations about Customer Service as outlined in its 2013 report.

Members asked the following questions:

- One of the recommendations from the Review Group had been that the tone used in responses to complaints should be reviewed. Had this been implemented?

The officer stated that the Council was sometimes perceived as being too defensive when dealing with complaints. He was working closely with the relevant complaints' co-ordinators and staff to ensure there was a consistent approach and the tone used in response to complaints was more conciliatory and proactive in remedying the issue. Any complaints that were escalated to stage 2 or above were referred to the Corporate complaints co-ordinator for checking.

- How were queries and complaints from Councillors submitted via the councillor query email address dealt with and monitored? It was his experience that he had had to follow up his initial emails to Access Harrow requesting an update. How far had plans for the Members' Portal progressed?

The officer advised that staff in Access Harrow aimed to deal promptly with any queries or complaints from Members. These were tracked and monitored in terms of progress and response times. If the query/complaint email was forwarded to another officer at the Council, then the Councillor in question should be copied into the forwarded email, for information. A Members' Portal is being developed to enable Councillors to track requests more effectively

The Member stated that he would forward screen shots and copies of email responses from Access Harrow to the officer for further investigation.

- Why did response times for residents' queries vary?

The officer advised that there were set timescales to be adhered to when dealing with complaints. Sometimes, delays occurred during the

investigation stage. There were plans to introduce a system of sending progress update alerts via MyHarrow to enquirers/complainants.

- What were the timescales for the upgrade of the SAP CRM system?

The officer stated that user testing of the upgraded CCP-H product (which integrates the CRM system to the line of business systems) was planned for December 2014 and January 2015, and he expected the upgrade to be in place by February 2015. Once complete, discussions about upgrading the CRM system can take place.

The new Council Tax web forms were at the testing stage and would be fully integrated into the council tax system. He expected the web forms to be live within the next 2-3 weeks. The call centre telephony upgrade would enable emails to be processed more efficiently and would enable the sending of receipts for payments for things such as parking fines.

- How extensively was MyHarrow used by those residents who had registered accounts? Did some residents use it regularly whilst others used it infrequently or not at all? What qualitative data did he have regarding the use of MyHarrow? Could details of the 'Take Part' consultation be shared via the MyHarrow account?

The officer stated that there are 18,000 log-ins to the MyHarrow account each month however he did not have more granular data to hand and undertook to provide this information to Members outside the meeting. He added that it was expected that increased use of the web forms would reduce the number of phone calls to the call centre as well as the use of MyHarrow. Information regarding the 'Take Part' consultation had been published in the e-newsletter which had been disseminated to sixty thousand households in the borough.

- Who monitored the progress of the Customer Services Working Group and how often did it meet?

The Customer Services Working Group met every 5-6 weeks. It monitored performance and shared areas of good practice. The work of the Working Group was monitored by him. He added that Harrow was a member of the London and South East Contact Centre Forum, which provided an opportunity to share information about industry standards and best practice.

RESOLVED: That the report be noted.

13. Adults Services Complaints Annual report (Social Care Only) 2013-14

The Sub-Committee received a report of the Corporate Director of Community, Health & Well-Being which set out the statutory Adults Services complaints Annual report (social care only).

Following a brief overview of the report by an officer, Members made the following comments and asked the following questions:

- How were compliments logged?

Any compliments sent to the complaints section, rather than the individual being complimented, were logged and forwarded to the relevant officer copying in their manager.

- What was the process for a resident or service user to lodge a complaint?

The officer stated that complaints were generally received via the web or directly by a member of staff, such as a social worker. Adults and children's complainants often preferred to telephone in to complain. The officer taking the phone call would make extensive notes. There were statutory timescales to be adhered to with regard to complaints and officers endeavoured to keep complainants updated regarding progress. However, delays could occur during the investigation stage.

- What examples were there of lessons learnt following a complaint received?

The officer stated that some complaints could be resolved swiftly following a face to face meeting between the complainant and a member of Council staff to discuss the situation in detail. This resolution work and mediation work, had helped to curtail the time required to resolve complaints at an earlier stage and reduce escalation rates.

Members acknowledged that not only were the number of complaints received low, the percentage of complaints received, compared to the number of people in receipt of a service was very small. The number of people known to adult services was over 4500.

RESOLVED: That the report be noted.

14. Children and Families Services Complaints Annual Report 2013-14

The Sub-Committee received a report of the Corporate Director of Children and Families which set out the statutory Children and Families Services complaints annual report for 2013/14.

Members had no questions regarding the report.

RESOLVED: That the report be noted.

15. Revenue and Capital Monitoring for Quarter 1 as at 30 June 2014

The Sub-Committee received a report of the Director of Finance and Assurance, which had been previously considered at Cabinet on 30 June 2014.

Following a brief overview of the report by the Director of Finance and Assurance, Members asked the following questions and made the following comments:

- How was service delivery impacted by spend on the Capital Programme? For example, what impact would the Council's mobile and flexible working arrangements have on frontline services and residents? How would residents' feedback regarding this be monitored and dealt with?

The Director advised that the Capital Programme focussed on improvements to the physical infrastructure of the borough. The Capital Programme budget was now being set for a four year period which would enable better forecasting and greater flexibility. This also meant that officers could begin the procurement and commissioning process for a project as soon as it received Member approval. However, some types of delays could not be controlled or anticipated, for example, bad weather which could cause delays to building projects.

He added that the report did not currently provide information about the impact of the Capital Programmes on service delivery, but undertook to include this data in future reports.

- The figures showed an increase in the number of families in Bed and Breakfast (B&B) accommodation and the rate of homelessness in the borough. What pressures were there in securing B&B places, what were the costs associated with placing families in these, particularly in London and how were these being mitigated; did London Councils have any initiatives regarding this issue?

The Portfolio Holder for Hosing stated that homelessness was an area of challenge. B&B accommodation in London was costly and it could cost between £12k-£16k to keep a family in B&B accommodation. However, moving families into accommodation outside the borough or outside London was a far from ideal solution. The Council was looking to increase its stock of temporary housing and other London boroughs faced similar problems. London Councils had a pan-London initiative whereby the daily rates for B&B accommodation were capped.

- Wouldn't capping the rate lead to a reduction in supply and consequently exacerbate the situation? What targets had been set for reducing the numbers of families in B&B, how were resources being used to meet these targets and what were the associated timescales?

The Portfolio Holder for Housing stated that the ideal would be to have no families living in B&B. There were a number of variables which affected the supply and demand of B&B places. For example, the increasing popularity of the 'Right to Buy' policy was impacting negatively on the availability of housing stock. His aim was to reduce the number of families living in B&B accommodation and to reduce the costs associated with these. Although no specific timescales or targets had been set, he would like to maintain the current rate of reduction in the figures. The number of those in B&Bs had been reduced from 140 to 115 over the past two months.

- Which savings targets in the Capital Programme had yet to be achieved?

The Director of Finance and Assurance advised that he anticipated there would be savings from the reduced costs of administering Housing Benefit. He also anticipated further savings once Universal Credit was introduced.

- To what extent had bad debts in housing and council tax been written off? How much of the Bad Debt Provision (BDP) was the Council likely to recoup? How difficult was it to collect housing benefit from council tenants?

The Director of Finance and Assurance stated that there was every intention to reclaim the BDP using different methods. Current rates of the BDP were based on past experience and there was a tendency to over provide in the expectation that a large proportion would be recouped. Housing benefit was known to be difficult to collect, however, the figures for uncollected housing benefits for 2013/14 were lower than those for 2012/13.

- Were there any figures for the council tax BDP that provided a breakdown by council tax band?

The Director advised that he had not seen such a breakdown and BDP was not monitored on this basis. He undertook to look into the matter and update Members.

- What was the reason for the delays in the programme of improvements to the housing stock and how many households had been affected by the delay?

An officer advised that the delays mainly related to the kitchens and bathroom and the external enveloping works programmes and had occurred due to the following factors: The programme was received late this year-due to decisions on the properties to be included in the regeneration programme meaning some properties were removed from the programme and new ones added. The new ones then had to be surveyed and validated. Then the works had to be procured, which is a 3 month process. Furthermore, in cases where the improvements

involved leaseholders, there was a requirement to consult them and staffing issues in the leaseholders' team had delayed this process. Officers were working to fill this post. She added that there was a potential under spend on the capital programme, due in part to procurement savings where actual costs had come in below initial forecasts. The team was also attempting to bring forward additional improvements which had been programmed for future years.

- How many families and properties had been affected by the delays in quarter 1 and did the service have the capacity and resources to fully deliver the programme of repairs?

An officer advised that approximately 400 tenants were affected by the kitchen and bathroom programme, 100 of these were in sheltered accommodation. A third of these tenants would have experienced delays. However, although tenants had been informed they were included on this year's programme, no timescales had been specified and tenants were always kept informed throughout the process. She added that she was confident that all internal improvements were deliverable, however, external works may require re-consultation if all leaseholders did not agree to the proposals. She anticipated that works would begin at the end of 2014 and roll over to 2015.

- What criteria were used to identify which properties were due for improvement and which for demolition? How was the life expectancy of a property calculated?

The officer stated that the Service worked from two lists, one where properties had been earmarked for regeneration and others which were earmarked for feasibility surveys. Those properties deemed to be functional were removed from the list.

The officer added that the standards for life expectancy used to be based on the government's 'Decent Homes Standards'. This standard was fairly basic and had not included communal areas or the external environment. However, the council now had the discretion to set its own borough standard, which would be implemented from April 2015.

- Why was the leaseholder team understaffed and had this issue been resolved?

The officer stated that someone had been in post but had left. This was a specialist role and there had been only one post. It could therefore be deemed an area of risk. Officers were liaising with the human resources and procurement teams to fill this post and were also considering whether to change the staffing structure in this area.

- Why did the report not specify the exact nature of the slippage in the Housing Revenue Account? In the future, it would be helpful to have details of the exact nature of the slippage, why it occurred and its likely impacts?

The officer undertook to ensure this level of detail was available in future reports.

- How would the council ensure that advertising on lampposts and bus shelters in the borough would be appropriate and in keeping with the Council's values and priorities?

The Director of Finance and Assurance advised that this measure would be implemented in 2015/16 to help maximise income. The policy regarding who would be permitted to advertise would be considered by an internal officer board with final sign-off by Members.

- What was the cause for the slippage in the schools' expansion project and how had this impacted on budgets and schools and what oversight did Members have of this area?

The Director advised that Cabinet received quarterly update reports regarding the school expansion programme and that the Portfolio Holder for Children, Schools and Young People received regular briefings. In addition to this, there were regular update meetings with the stakeholder group, which included parents, teachers, governors and a cross-party group of Members. The timescales for the project were tight and there had been a number of delays. However, he was confident that the programme would be delivered in time and on budget in line with the grant which would cease in September 2015.

- How accurate were the auditors' valuations of the current housing stock? The auditors had admitted that key elements, such as subsidence, infestation and crime statistics were not taken into account when carrying out the valuation. How was the life expectancy of a property or building calculated?

The Director of Finance and Assurance advised that the valuation carried out by the auditors was done from a purely financial perspective, did not reflect a property's actual market value nor did it take into account information such as whether the property or its location was deemed by residents to be a desirable area to live in or local crime statistics. A discount factor of 50% was therefore applied to the auditors' figure. He added that a new componentisation measure would enable the allocation of differing life expectancies to different areas of a housing estate or block of flats.

RESOLVED: That the report be noted.

16. Performance at Quarter 1 2014/15

The Sub-Committee received a report of the Divisional Director of Strategic Commissioning, which provided an update on the Chair's and Vice-Chair's review of the Scrutiny Watch List and Corporate Scorecard in relation to quarter 1 performance.

The Chairman introduced the report and stated that the Watch List was considered at the Scrutiny Chair and Vice Chairs' briefing meeting. The Chairs and Vice Chairs had the discretion to refer areas of concern to the Scrutiny Leads Meeting and/or the relevant Corporate Director or to the Overview and Scrutiny meeting.

Members voiced concern regarding the following:

- the poor response rate to the Council's staff survey;
- ongoing staffing issues in the Children and Families Directorate;
- the increased levels of sickness absence, particularly in the Community Health & Wellbeing directorate;
- the lack of clarity or explanatory information regarding the figures relating to vacancy rates in the Town Centre.

It was agreed that the above issues would be discussed further at the next Scrutiny Leads meeting with a view to re-prioritising the Scrutiny work programme.

The Panel agreed that the Divisional Director of Human Resources Development & Shared Services be requested to provide a report to the next meeting of the Sub-Committee regarding the high rate of sickness absence, if this data was readily available. In any case, Members requested that they be sent the raw data in the interim if it was not possible to submit the report to the next meeting. The report should contain department by department breakdown and highlight any spikes and patterns identified, and how this compared to other comparable local authorities. The Portfolio Holder for Performance, Corporate Resources & Policy Development be invited to attend the meeting to respond to Members questions regarding the report.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.56 pm).

(Signed) COUNCILLOR PHILLIP O'DELL
Chair

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REPORT FOR: PERFORMANCE A
FINANCE SCRUTINY
SUB-COMMITTEES

Date of Meeting:	27 th November 2014
Subject:	Mid Year VCS (Voluntary and Community Sector) grant monitoring report
Responsible Officer:	Paul Najsarek, Corporate Director Community Health and Well-Being
Scrutiny Lead Member area:	Councillor Chris Mote, Policy Lead Member for Community Health and Well-Being
Exempt:	No - except Appendices 1 and 2. These are exempt from publication under paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as they contain information relating to any individual.
Wards affected:	All wards affected
Enclosures:	Appendix 1: Extracts from monitoring forms (OBG) Appendix 2: Extracts from monitoring forms (Small Grants) Appendix 3: Monitoring report: Third Sector Support services

Section 1 – Summary and Recommendations

This report sets out information on the monitoring of projects or services awarded grant funding in 2014-15. The report presents a summary of information provided by organisations on the delivery of their services as part of the mid-year monitoring process.

Recommendations:

The Performance and Finance Scrutiny sub-committee is requested to note the contents of the report.

Section 2 – Report

2.1 Introductory paragraph

Harrow Council offers discretionary grant funding to Voluntary and Community Sector (VCS) organisations through an open, competitive, application process. The funding enables the delivery of a range of services to people living, working or schooling in Harrow. The application process is administered in line with the principles set out in the Third Sector Investment Plan (2012-15). The aim of the plan is to ensure that funding is awarded to projects and services that support the delivery of the Council's corporate priorities and core outcomes. This report provides a summary of the monitoring feedback received from organisations in receipt of grant funding during 2014-15 under both the Outcomes Based and Small Grants programmes.

2.2 Background

2.2.1 In March 2014 Harrow Council approved the award of grant funding to 41 projects and services as follows:

- the renewal for a second year of 15 Service Level Agreements (SLAs) for projects/services funded through the Outcomes Based Grants (OBG) programme
- the renewal of the SLA for the delivery of Third Sector Support services
- the award of 23 annual Small Grants. This was increased to 25 following completion of the appeals process.

2.2.2 Organisations in receipt of grant funding are expected to participate in a process of annual monitoring as part of the SLA requirements. The monitoring of projects takes place at mid-year (six months in to the grant funding year) and at the end of the year. All grant funded organisations are required to complete an on-line, self-assessment monitoring form to provide an update on the delivery of their services and a report on the expenditure of grant funds. The closing date for submission was 20th October 2014.

2.2.3 Information is checked and queries raised with organisations. Organisations in receipt of OBGs then receive a monitoring visit to verify information provided. The visiting process has not yet been completed for 2014-15. Appendix 1 and 2 provides extracts from the monitoring forms received from organisations.

2.2.4 The monitoring of the Third Sector support services contract is subject to a separate process. Monitoring meetings are held quarterly with Harrow Community Action (HCA) the provider of this service. A summary of the services provided since February 2014 is provided in Appendix 3.

2.3 Current situation

2.3.1 Grant funding awarded during 2014-15 has supported the delivery of a range of activity to a diverse cross-section of people from across the borough. The number of beneficiaries expected to benefit from grant funded services during the monitoring period ie. April-September 2014 was **56,935**. Based on the monitoring information received, the actual number of beneficiaries that have benefited so far this year is **59,075**. This compares favourably with the actual beneficiary numbers reported at mid-year in 2013-14 which was **43,783**.

2.3.2 The following is a summary of some of the achievements and issues identified by organisations:

2.3.3 Summary of achievements

Organisations have reported a number of positive developments during the first six months of the funding period;

Improvements in health and well-being: A number of projects have reported on the positive outcomes achieved for **young people and families** including; ADHD and Autism Support Harrow has reported on the positive outcomes achieved for young people including reduced isolation, improved confidence and self-esteem; Harrow Churches Housing Association (HCHA) have assisted young people secure apprenticeships and training opportunities; Young women involved in the Roxeth Youth Zone project have reported significant improvements in the areas of stress management, self care, self-esteem and confidence; The Wish Centre has reported on the number of clients that have reduced or stopped self-harming and others that have reported on their improved emotional health helping them to feel more in control of their lives and choices.

Many projects have reported on the positive impact their services have had on the health and well being of **older people**; Organisations such as the Harrow Over 50 Club, London Kalibari and the Harrow Tamil Association have all provided activities that help alleviate isolation and help maintain the health and well-being of older people; Activities organised by the South Harrow Christian Fellowship such as the weekly coffee mornings, monthly luncheon club and befriending

service have helped relieve isolation and has resulted in the formation of strong friendships amongst some members.

Learning and skills development: Some of the funded projects have supported service users and volunteers with accessing learning and gaining new skills; The Kids Club organised by the South Harrow Christian Fellowship has helped foster skills such as team working, confidence and money management. The project has also provided parenting workshops for parents and cooking skills for older children; The 9th Kenton Scout group have continued to deliver their activities helping children and young people develop their scouting and team working skills; Headstone Manor Ladies Cricket club has delivered cricket coaching and the Herts Inclusive Theatre has provided opportunities for people with learning disabilities to learn performance techniques, time management and public speaking.

Outreach and promotion of services: Many projects have worked pro-actively to promote their services to reach sections of the community that might not otherwise be able to access them; Relate are arranging counselling sessions in Central London to ensure flexible access for Harrow residents that work in London; The Harrow Environmental Forum and Harrow Shopmobility attended a number of events to promote their work including this year's Under One Sky.

New and expanded service: Harrow Community Radio have launched two new shows, one focusing on local issues as well as a weekly business show; The Harrow United Deaf Club has been able to develop its work and reach out to more people with the launch of its 2014-15 programme of events.

Partnership activities; Many projects have developed their partnership activities including; Age UK which has started working with libraries to deliver computer courses including the use of social media and IT for people with dementia; EACH have developed their outreach activities with GP surgeries, Probation service, Northwick Park hospital as well as a range of voluntary, community and faith organisations; Mind in Harrow have worked in partnership to create referral pathways to other agencies such as the CAB and Carramea; they have also worked with BAME organisations to distribute information on new legislation regarding the use of Khat; Harrow Heritage Trust are working with the Home Group to recruit volunteers to develop Newton Farm; The Harrow Kuwaiti Community Association have worked in partnership with Barnet FC to deliver football training activities to young people resulting in increased self-esteem, confidence and improved health.

Volunteering: The total number of volunteers involved in grant funded projects was 656 and these volunteers contributed 2,293 volunteer hours to projects in this period. Organisations have reported on the creation of new and expanded volunteering opportunities as well as the positive impacts of volunteering:

- Harrow Law Centre has taken on a number of young unemployed volunteers providing them with experience of working in a legal setting.
- Harrow Shopmobility has been recruiting volunteers from the Job Centre. As a result of their volunteering experience some volunteers have gone on to secure employment.
- Nine beneficiaries of the Harrow Anti-Racist Alliance (HARA) were offered volunteering placements at the Carramea Resource Centre with the offer of free training from the College of North West London.
- Harrow Community Radio have two new volunteers with a further eight ready to go through their induction process.
- Harrow Heritage Trust has supported the delivery of 1,957 volunteering hours.
- Northwick Park Radio has been able to recruit more volunteers and get them DBS (Disclosure and Barring Service) checked so that they are able to spend more time with patients.

2.3.4 Summary of challenges

As well as the positive developments reported, a number of challenges were also identified;

1. Some services such as Harrow Shopmobility have reported on the challenge of recruiting and retaining sufficient volunteers to help them deliver their activity;
2. Some services are expecting to spend more than originally anticipated on their project delivery in addition to the monies they have received in grant funding. Grant funding across OBGs and Small Grants was awarded at less than 100% of the amount requested in order to maximise the number of organisations receiving funding. These projects will be aiming to address this by increasing membership fees and additional fundraising.
3. Ignite Trust have reported on some of the challenges facing young people. The project has encountered groups of young people forming cliques and then only socialising within their own groups. Ignite have addressed this through developing activities that facilitate integration and providing opportunities to understand and learn about each others differences and cultural diversity.
4. Roxeth Youth Zone had a period without a Project Co-ordinator which impacted on the project's ability to deliver the expected level of activity. The project is addressing this delay by involving a trainee youth worker to work alongside the new Project co-ordinator thereby increasing the amount of activity that can be delivered in the second half of the year.

2.4 Financial Implications

2.4.1 The total amount of funding awarded to projects and services in 2014-15 was £597,362 out of a total budget of £600,000. These grant awards were made within the £600,000 budget available.

OBG grant awards total; £433,707

Small grant awards total; £88,655

Third Sector Support Services; £75,000

2.4.2 Small Grant payments are made to organisations in one instalment and OBG grant payments are made quarterly. A total of £343,009 in grant payments has been made in the first half of the year.

2.5 Performance Issues

2.5.1 The Mid Year monitoring process provides a mechanism for monitoring performance against SLA outcomes. Appendix 1, 2 and 3 provides information on the progress of each grant funded project or activity against SLA outcomes.

2.5.2 There are mid-year and annual targets for grant funded beneficiary numbers and grant funded volunteering hours:

- The mid year target for beneficiary numbers is 20,000 this target has been exceeded as 59,075 beneficiaries have been reported.
- The mid year target for volunteering hours was 1,000 this target has been exceeded as 2,293 volunteering hours have been reported.

2.6 Environmental Impact

2.6.1 Some of the projects funded through the Small Grants programme have provided services that support the maintenance of biodiversity, flora and fauna including; Harrow Heritage Trust which has reduced the amount of rubbish at Newton Farm; Cut by hand a total of 1.2 hectares of grassland at Stanmore Country Park and Stanmore Common and completed the design of the nature trail at Stanmore Common.

2.6.2 Harrow Heritage Trust have also provided guided walks attended by 92 members of the public and expect a total of 200 people to participate by the end of the year. Leaflets and posters for the Stanmore Country Park and Bentley Priory have been printed and distributed; 104 records have been added to the species database and one school party visited Newton Farm for pond dipping in early summer.

2.6.3 Harrow Environmental Forum have continued to work closely with schools including promoting the "Rubbish Diet" aimed at educating pupils about waste reduction. The Helix Education Centre has been awarded the Anne Swain award in recognition of their environmental work and the Forum's October meeting will be discussing air quality

and will include a presentation on the monitoring work conducted at Aylward School.

2.7 Risk Management Implications

2.7.1 The risks associated with the provision of grant funding to VCS organisations are;

- (i) Funding is not used as stated in the grant application.
- (ii) Organisations misapply or make fraudulent use of the funding.
- (iii) Stated service outputs and outcomes are not achieved;
- (iv) Organisations in receipt of funding cease operating and the funding is put at risk.

2.7.2 These risks are mitigated in the following ways;

- (i) The annual monitoring process requires organisations to provide mid-year and end of year reports on service delivery, expenditure of grant funds and equalities information. Recipients of OBG funding also receive an annual monitoring visit and are required to present evidence of activity delivered and expenditure.
- (ii) All grant recipients are required to sign a standard SLA which sets out the Council's expectations for appropriate policies and management controls to be in place for the management of grant funds.
- (iii) The SLA also sets out a service specification setting out the expected outcomes for the funded service.
- (iv) The SLA also places a requirement on organisations to notify the Council if there are any significant changes to the organisation.

2.8 Equalities implications

2.8.1 Grant funded organisations are asked to provide information on the protected equality groups they are targeting. The monitoring form asks organisations to select two of the protected characteristics that most closely describe their target group. An analysis of responses to this question shows that amongst Small Grant funded projects the protected characteristic of age is the most targeted for services; amongst OBG funded services both the Age and Disability protected characteristic are targeted.

Small Grants

Protected equality group	No. of projects targeting this group
Age	21
Disability	7
Gender reassignment	0
Pregnancy & maternity	0
Race	12
Religion or belief	0
Sex	4
Sexual orientation	0
Marriage & civil partnership	1

Outcome Based Grants

Protected equality group	No. of projects targeting this group
Age	6
Disability	6
Gender reassignment	0
Pregnancy & maternity	0
Race	3
Religion or belief	0
Sex	1
Sexual orientation	0
Marriage & Civil partnership	0

2.9 Council Priorities

2.9.1 The provision of grant funding to VCS organisations helps support the Council's vision: Working Together to Make a Difference for Harrow. The process for grant funding enables joint working to deliver services that make a difference across the following priorities;

- *Making a difference for the vulnerable*
Grant funding has supported the delivery of services that make a difference to the vulnerable including older people facing isolation and loneliness (e.g. Harrow Over 50 club, London Kalibari and the Harrow Tamil Association); people with disabilities who have limited access to mainstream services (e.g. Herts Inclusive Theatre) and people on low incomes who need help accessing welfare benefits and other advice (e.g. Harrow CAB).
- *Making a difference for communities*
Grant funding has supported the delivery of services that make a difference to communities such as projects to clear and preserve open spaces (e.g. Harrow Heritage Trust); projects that promote waste reduction and improvements to air quality (e.g. Harrow Environmental Forum) and projects that provide access to information and advice (e.g. Harrow Community Radio).
- *Making a difference for families*
Grant funding has supported the delivery of services that make a difference to families including projects providing parenting workshops (e.g. South Harrow Christian Fellowship); projects that support young people during transition phases in their lives (e.g. ADHD and Autism Support) and projects that support young people facing emotional difficulties (e.g. The Wish Centre).

Ward Councillors notified:

NO

Grants awarded are for organisations across Harrow.

Section 4 - Contact Details and Background Papers

Contact: Kashmir Takhar, Service Manager, Community Sector Services,
020 8420 9331

Background Papers:

Cabinet report: Small Grant and Outcome Based grant recommendations
2014-15, 13th March 2014

<http://www.harrow.gov.uk/www2/documents/g61437/Public%20reports%20pack%20Thursday%2013-Mar-2014%2018.30%20Cabinet.pdf?T=10>

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Appendix 3: Monitoring report for Third Sector Support services: February – September 2014

Introduction

Harrow Community Action (HCA) is a consortium founded by Harrow Voluntary, Community and Faith Sector (VCFS) organisations. The organisation was established to strengthen collaborative working and funding bids for the local sector. HCA was awarded the contract to deliver Third Sector Support services in February 2014.

Services Delivered

Service	Delivery Organisation	Lead Contact
Capacity Building	Capable Communities	Steve Porter
Fundraising advice	Capable Communities	Steve Porter
Fundraising Consultancy	Big Society Funding	James Braddeley
Co-ordination and representation	Voluntary Action Harrow	Rachel Wright

SLA Expected Outcomes:

1. A robust and resilient Third Sector that supports the needs of communities and people in Harrow.
2. Third Sector organisations able to improve their circumstances and those of the people and communities they work with.
3. Improved standards, knowledge, skills and resources amongst local organisations that equips them to support the local community.
4. The identification and filling of gaps in existing provision through innovation and partnership delivery.
5. Support services delivered within the framework of the Third Sector strategy and other local, regional and national policies.

Update on progress against outcomes:

Since February 2014 34 organisations have been supported by attending one or more of the following activities:

- Capacity building / mentoring Sessions (6 sessions delivered)
- Funding Cafe's offering one to one support (6 sessions delivered)
- Group Fundraising Training sessions (6 sessions delivered)
- One to One advice sessions (15 sessions delivered)
- Telephone Support Sessions (26 sessions delivered)

As a result initial 'health checks' have been undertaken with 20 groups and 12 action plans have been drawn up.

Other activity delivered includes:

- Distribution of five funding newsletters in the monitoring period.
- Organisations have been supported and encouraged to apply for the Council's Hardship fund grant programme.

- Ten funding applications have been supported three of which have been successful.
- Three Forum meetings have been held: Attendance at these meetings was as follows; March - 13; June - 19; July – 15
- The mailing list has been increased from 244 to 449 contacts.
- A monthly newsletter has been sent out at the beginning of each month (March, April, May, June, July, August) with supplementary bulletins sent out as and when needed.
- 88 volunteer opportunities have been uploaded on to the Do-It Website and 56 volunteer placements completed.

A draft funding application has been prepared for a volunteer centre. This is focused on 300 marginalised people experiencing social exclusion, health issues, low levels of skills & unemployment being supported to take on volunteer roles in local charities that are currently struggling to meet the needs of their service users due to lack of capacity.

A survey has been undertaken on the hardship needs of the Somalian Community; A survey was undertaken of seven schools regarding healthy living needs; Two surveys were undertaken (organisations and individuals) looking at the need for providing specialist support for individuals who need additional support to access volunteer opportunities.

REPORT FOR: PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Date of Meeting:	27 November 2014
Subject:	School Expansion Programme
Responsible Officer:	Chris Spencer, Corporate Director Children & Families Simon George, Director of Finance and Assurance
Scrutiny Lead Member area:	Councillor Lynda Seymour, Policy Lead member for Children and Families
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report provides an update on the implementation of the school expansion programme and related matters. The proposed approach to the procurement of technical advisers for the next phases of the schools capital programme delivery and the indicative approach to procurement of contractors is outlined in the report.

Recommendations: The Performance and Finance Scrutiny Sub-Committee is requested to note the report and comment on the implementation of the school expansion programme.

Section 2 – Report

Introductory paragraph

1. The Local Authority has a statutory responsibility to provide sufficient school places for its area. Like many boroughs, Harrow is experiencing significant growth in the pupil population. There are several key strands to the delivery of sufficient school places because an increasing pupil population impacts across primary, secondary and special school provision.
2. This report updates Performance and Finance Scrutiny Sub-Committee Members and outlines the progress to date on the planned programme implementation.

Background

3. Cabinet agreed its School Place Planning Strategy in February 2010 to meet the increasing demand for school places that is primarily birth rate driven. In July 2011, Cabinet agreed on a Primary School Expansion Programme as part of the School Place Planning Strategy. The strategy aims to secure sufficient primary school places through the creation of additional permanent places, supplemented by planned bulge classes and contingency bulge classes, opened if required.
4. In July 2013 Cabinet approved the Special School SEN Placements Planning Framework for bringing forward proposals over the next 3-5 years to increase provision for children and young people with special educational needs.
5. In November 2013, Cabinet approved the Secondary School Place Planning Strategy which outlines the proposed approach to increase capacity within the secondary sector by September 2015 for the demand expected by September 2018.
6. Statutory proposals to expand 15 schools on 13 sites in Phase 2 of the Primary School Expansion Programme in 2014 and 2015 were agreed by Cabinet at its meetings in March and April 2014.
7. In July 2014, Cabinet agreed to the publication of statutory proposals to expand permanently a third phase of primary schools.

School Expansion implementation

Additional places at schools

8. Phase 1 of the Primary School Expansion Programme was implemented in September 2013 with the creation of 8 additional permanent Reception forms of entry at expanded schools.

9. Phase 2 of the Primary School Expansion Programme will deliver 15 additional permanent Reception forms of entry by September 2015. Seven in September 2014 and a further eight in September 2015.
10. The combined increase of permanent Reception classes across Phase 1 and Phase 2 is 23 additional forms of entry in primary schools from the 2008 baseline.
11. Additional secondary school places and additional special educational need provision at special and mainstream schools are approved from 2015.

Delivery of the School Expansion Capital Programme

12. A building programme is underway to create the spaces and facilities required by September 2015. The Council's School Capital Team is delivering the majority of the programme with Keepmoat the Council's Framework Partner. The Whitefriars School project is being delivered by Kier Construction appointed through the Education Funding Agency's (EFA) Contractors Framework. Some capital works are being delivered by the Education Funding Agency through the Priority School Building Programme and via a free school. The conversion of the Bentley Day Care Centre to the Pupil Referral Unit was commissioned under the national SCAPE Framework during the summer by Kier Construction.
13. Part of the capital works were programmed over the summer months to limit some disruption to schools and to enable the new intake of pupils to be accommodated. Generally all were substantially completed although some minor delays were experienced. A late programme has been received from the framework contractor of the outstanding projects to be completed by September 2015, but it is lacking in detail and the issue is being referred back so that the council can be assured about delivery in time for the new pupil intakes in 11 months' time.
14. The current increase in construction work activity in the country as a whole has also caused some problems in obtaining competitive quotes and employing sufficient resources to deliver a large scale building programme and this has caused some delay in agreeing prices and starting works on site.
15. As of October 2014 half the Agreed Maximum Prices (AMP) had been received from the Framework contractor which may impact on the delivery of the programme by September 2015.

Position for school places in September 2014

16. The immediate pressures continue to be experienced in the primary sector. Eight additional Reception classes (240 extra places) have been opened this September. On-time applications for Reception places continue to rise each year in line with projections. Late / in-year applications for reception are also high and are at a level for

September 2014 that may require additional provision during 2014/15 academic year. This position is being monitored closely.

17. To help alleviate the pressure in other primary year groups, four schools have opened temporary classes in September 2014: a Year 2 class at Grimsdyke School; a Year 3 class at Marlborough Primary School; and Year 4 classes at Glebe Primary School and Grange Primary School. The effect of opening these additional places causes a beneficial ripple effect for school places by easing numbers over PAN at schools and/or creating vacancies that can be offered.
18. Harrow's Fair Access Protocol is being used to place children and there have been three Panel meetings to ensure late applicants are offered a school place close to the beginning of term and before the School Census on Thursday 2 October.
19. The situation will be monitored through the year with the in-year applications. Should there be more children than can practicably be placed using the Fair Access Protocol, or concentration of demand in a particular planning area, it may be necessary to consider opening further class(es).

Development of Phase 3 and Phase 4 of the Primary School Expansion Programme

20. A phased approach to the delivery of Phase 3 and Phase 4 places will be adopted to allow for the expansion programme to be adjusted in accordance with free school announcements and potential changes to the projections/demand for places. Planning for phases 3 and 4 will cover two year periods:
 - Phase 3 will cover 2015 and 2016;
 - Phase 4 will cover 2017 and 2018.The increased demand is spread across all planning areas of the borough, with the greatest demand in the South East Primary Planning Area and Central Primary Planning Area which includes Harrow's Opportunity Area.
21. Modelling of the phases is being developed that factors in possible free school developments. This is complex because it is not known at this stage which free school applications will be approved. There may then be delay before the school's permanent location is confirmed and timescales for admitting the first pupils.
22. Discussions are being held with the individual schools identified in this initial modelling, and with a representative group of headteachers that is meeting during this term to discuss lessons from experience, options and solutions for the challenge that is faced. Cabinet has delegated authority to decide the schools that will be moved to the statutory processes and consultations have been launched at two schools, the Weald schools on 8 September and Grimsdyke School on 16

September. Further consultations will be launched as discussions are progressed and firm proposals developed.

Special Educational Need and Secondary Phase

23. There is pressure for special educational needs (SEN) provision places, which will be alleviated in the medium term as additional places will become available from 2015 following successful TBNP applications in accordance with Harrow's Special Schools and SEN Placement Planning Framework. However, in view of the projections and in light of the Government's Special Educational Needs and Disability reform agenda, consideration needs to be given to the next phase of expansion of special educational needs provision especially for Severe Learning Difficulty.
24. A representative group of Headteachers has been established to draft the Special Education Needs and Disability (SEND) Strategy. The strategy articulates the vision for special education in Harrow and aims to ensure that there is a continuum of high quality local provision for young children and young people from 0-25 years of age with special educational needs.. Parents and carers will also be engaged in the process.
25. The position for high school places is currently very different to that of primary schools. There is planning in place to increase secondary school places to meet increased Year 7 demand up to 2018 in accordance with Harrow's Secondary School Place Planning Strategy with additional permanent places available from September 2015.

Procurement process to deliver the capital programme

26. The Phase 1 and Phase 2 school expansion projects are being delivered through the Keepmoat/Apollo Contract (Framework Contractor) which expired in March 2014. This four year partnership contract allowed the Council to source all works so instructed on schools from initial feasibility through to construction through one contractor. The Framework Contractor was allocated the majority of the projects prior to March 2014 which will provide the building solutions to the current expansions at 16 school sites. In addition the Council had a Cost Consultancy Framework involving MACE and Turner and Townsend who provided a view on the value for money and market cost checks arising out of the prices provided by the Framework Contractor. This contract expired for new projects in July 2014.
27. With the expiry of the two main Frameworks the Council has no direct access to any professional support or contractor. Traditionally the Council would need to follow the European Union OJEU process to identify suitable companies to undertake its Capital requirements. This can be a costly and prolonged activity. An alternative is to use Frameworks that have been through the EU procurement process for the desired services and goods and which allows other public bodies to use them. Some examples would be the various Education Funding

Agency (EFA) Contractor Frameworks and the London Construction Framework, through which the Council could have access to suitably competent consultants and contractors. The Council is already using two of the national frameworks (under the EFA and Scape) for current projects. Through the procurement process, the Council would seek to increase opportunities for local employment in the construction programme.

28. To provide additional expansions to schools in September 2015 and 2016 under Phase 3(2015) and Phase 4(2016) a new procurement route must be established. The additional delivery to have available additional space ready for up to 4 forms of additional entry by the September 2015 statutory expansion timescale is within a very tight programme.
29. At its meeting on 16 October 2014, Cabinet resolved that
 - (1) the update on the implementation of the School Expansion Programme be noted;
 - (2) the Corporate Director of Children and Families, following consultation with the Portfolio Holder for Children, Schools and Young People and the Portfolio Holder for Finance and Major Contracts, be delegated authority for the appointment of a consultant or contractor from a national or local public sector Framework(s),
 - a) to undertake feasibility studies, surveys and provide professional and technical services;
 - b) to design and build /refurbish the school facilities;
 - c) to provide additional school places within the School Expansion Programme Phase 3 and Phase 4, subject to Council's approval of the Capital Programme 2015/16 to fund additional Phase 3 school expansions and Phase 4;
 - (3) subject to the competition arrangements through the Education Funding Agency (EFA) Contractors Framework, the Education Funding Agency be commissioned to deliver the expansion of the Weald Schools as an extension of the Priority School Building Programme.

Brief updates

Priority School Building Programme

30. The Priority School Building Programme is the Government's programme to rebuild or refurbish schools in the very worst condition across the country. The programme is managed by the Department for Education and implemented by the Education Funding Agency (EFA).
31. The Education Funding Agency is engaging with schools in the first phase of the programme (PSBP1). Marlborough Primary School has been decanted onto the Civic Centre site to enable the EFA to rebuild the school. The council is advised that building work will begin at Vaughan Primary School in February 2015 with a substantive completion date of December 2015. Scoping work has been progressed by the EFA at the remaining schools over the summer

holiday period with a view to completion of these rebuilds by 2017. A more detailed programme should be available later in the autumn.

32. Harrow has submitted a small number of bids to the second phase of the Priority School Building Programme (PSBP2) for the period 2015-2021. These are schools, or parts of their buildings, with particularly serious condition issues that it is believed are likely to be ranked by the EFA as a high priority. Successful bids may provide a cost effective opportunity to further expand schools in the rebuild and to consolidate schools on sites in ways that may create strategic opportunities to develop further educational provision.

Free School Programme

33. On 30 September the EFA announced the following applications to establish free schools from 2015 will proceed to the next stage of the process (pre-opening stage). The pre-opening stage is the period between the approval of the free school application and when the free school opens. During this phase, the free school proposer group will finalise plans, develop policies and undertake a statutory consultation.
- **Harrow Bilingual Primary School** (site to be announced) will be a 4-11 co-educational bilingual primary school. It will open in September 2016 with 90 pupils (2 Reception classes and a Year 1 class) and grow to the full capacity of 420 pupils in 2021. The school will have a Christian faith designation.
 - **Harrow View Primary School** (site on Kodak development) will be a 3-11 co-educational primary school. The school will have a nursery and a 12 place autism spectrum disorder (ASD) SEN centre. It will open in September 2016 and grow to full capacity of 630 primary pupils, 26 FTE nursery and 12 place ASD centre in 2024.
 - **Pinner High School** (former Heathfield School site) will be a 11-18 co-educational secondary school. The school will have a 12 place ASD SEN centre which would enable pupils with ASD to spend time in the mainstream school. It will open in September 2015 and grow to full capacity of 1,140 in 2022.
34. These free schools would be a significant and welcome addition to school places for Harrow residents and will assist with meeting the increasing demand for school places. Harrow View Primary School and Pinner High School applications were submitted by Harrow schools and reflect the continuing commitment of the schools with Harrow Council's support to ensuring sufficient high quality school places for the communities in Harrow.
35. There was a further opportunity for free school proposers to make applications by 10 October 2014 for schools that would open in 2016 and beyond. The Secretary of State has announced that the following

opportunity to apply to set up a Free School after this will be in May 2015, though no deadline has been announced for that round.

Traffic and Travel

36. Traffic is a key concern to local residents that has been expressed in the consultation responses. Measures are being put in place to help reduce the traffic and congestion issues arising from the creation of additional school places. These measures have been reported to Cabinet in detail in reports.

Stakeholder Engagement

37. Robust and extensive community consultation has been one of the main priorities of Harrow's School Expansion Programme. A dedicated Council communications officer has assisted every school to research and canvass the views of parents and staff, and officers have held talks and meetings at every school in the programme. More than 6,000 Harrow households have been directly invited to events with specially designed invitations, and 500 Harrow residents have attended exhibitions explaining the programme and given their views. The expansion projects in the programme have been altered and improved by the feedback and suggestions given by the local community.

Key Stage 1 Meal Entitlement

38. From September 2014, all state funded infant school children in Key stage 1, i.e. those in Reception, Year 1 and Year 2, have been receiving a free school meal.
39. Central Government has allocated each school revenue funding of £2.30 per meal/per child and this cost per meal serves as the basis for contracting with a caterer to provide a service or for the school to deliver the meals themselves. Most of Harrow's 27 community schools have opted to contract with a service provider. In Harrow the range of services provided are complex as most schools have different contract lengths and provisions. The Children's Capital Projects Team have however engaged with all of these schools to understand their needs and with the assistance of Procurement and working with the schools have put in place a provision either as a short term solution or as the permanent one to meet the September 2014 requirement.
40. Harrow has been allocated £504,790 capital to uplift the local authority school kitchens to provide the 44% increase in meals provision. This fund has been targeted for greatest impact and has currently provided equipment in 7 schools and will in time provide 5 new kitchens. A further ten schools will receive new kitchens funded through the school expansion programme. These will be installed over the next year at a time convenient for the school and, in the short term, schools without a full cooking provision are receiving meals from off site catering units.

Legal Implications

41. The council will comply with public procurement legislation if it commissions the consultant and construction works from lawfully

procured Framework Agreements where the council is specifically or generically identified as a potential user of the Framework and the services and works to be called off from the Framework(s) are in scope and within the overall estimated financial value of the Framework(s).

42. The Council has a statutory duty under the Education Act 1996 to ensure the provision of sufficient schools for the provision of primary and secondary education in their area.
43. Under s.14 of the Education Act 1996, a local authority shall secure that sufficient schools for providing primary and secondary education are available in their area. Sufficient means sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education.
44. In meeting this duty, a local authority must do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.
45. State funded schools are split into schools maintained by the Local Authority and those directly funded by Central Government. The former are split into a number of categories and in Harrow, into community and voluntary aided schools. The latter encompass academies and free schools (which are academies which did not convert from a maintained school).
46. For maintained schools, there are prescribed requirements in order to make specific alterations. This includes expanding existing schools to add additional form groups. The requirements are set out in the Education and Inspections Act 2006 and associated regulations.
47. Academies do not have to follow the same requirements in order to expand, but are expected to seek the approval of the Secretary of State.
48. Section 6A of the Education and Inspections Act 2006 requires that local authorities seek proposals for the establishment of an academy if they think that a new school is required in their area. There are only limited circumstances when a local authority will be able to publish proposals to establish a new maintained school.
49. In order to publish proposals to expand maintained schools, local authorities (and governing bodies in relation to voluntary aided schools) are advised to consult stakeholders, although this is no longer a statutory requirement. If there is consultation, prior to deciding to publish proposals, the Council must consciously take account of the consultation results. Following the publication of proposals, there is a representation period. Decision makers must take account of any representations and any previous consultation, when deciding whether to implement proposals.

50. The Council must ensure it meets its public law duties when making decisions, including meeting its public sector equality duty. It must consider all relevant information, disregard irrelevant information, act in accordance with the statutory requirements and make its decision in a fair and transparent manner.

Financial Implications

Revenue

51. Any school expansion programme will inevitably have significant financial implications. All schools proposed for expansion have raised concerns about available funding and clarity about funding is essential to maintain their commitment to the School Expansion Programme. School revenue budgets are funded from the Dedicated Schools Grant (DSG). As the Department for Education (DfE) allocates DSG based on pupil numbers, any increase in pupil numbers results in additional revenue funding for the expanding school. The revenue funding is allocated to schools based on the Harrow Schools' Funding Formula. School budgets are based on pupil numbers in the October prior to the start of the financial year, so there is always a funding lag when schools increase their pupil numbers. To ensure that schools who agree to an additional class are not financially penalised, the Harrow School Funding Formula provides 'Additional Class Funding' for the period from September to the end of March, following which the mainstream funding formula will take effect. This ensures that schools have adequate funding for at least the average costs of a teacher and some set up costs.

Capital

52. The budget for the school expansion programme, including primary school expansions in Phase 1 and Phase 2 and three expansions at Phase 3, secondary school expansions and provision for pupils with special educational needs (SEN) is £89.534m. All schemes (excluding the SEP3 and the PSBP schools) have now been submitted for planning and received planning consents.
53. This does not include costs for two of the schools (Priestmead and Aylward) which will be delivered by the Education Funding Agency (EFA) as part of the Government's Priority School Building Programme (PSBP) to improve the schools in the worst condition across the country.
54. The framework contractor is currently undertaking a tender process for each individual project and is submitting an Agreed Maximum Price (AMP) to the council. Each AMP provides a competitively tendered total construction cost based upon the Employers Requirements, Specifications, Drawings and approved Planning Consent. When all AMPs have been received and accepted by the Council the overall programme cost will be confirmed.
55. A number of AMP submissions have been received from the contractor and are currently being scrutinised before final contracts are signed off.

Early indications are that a number of schemes are priced higher than the current budget. These additional costs are as a result of inflation in the construction industry which is currently expanding rapidly in response to a sharp growth in demand. Whilst there are some schemes which are potentially lower than the existing budget, at this stage in the process, it is anticipated that the contingency budget built into the programme will need to be fully committed to the delivery of the schemes.

56. Based on current estimates and market conditions it is still expected that it is possible to deliver this programme with EFA capital grants, without the need for council capital funding. If the programme is not deliverable within the current programme then borrowing may be required. This risk is being monitored closely in consultation with Cabinet Members.
57. Current predictions for Phase 3 of the primary school expansions (SEP3) indicate that the existing allowance for three further school expansions will not be sufficient and in addition there will be a need for a further Phase 4. The capital programme is being developed to deliver these additional expansions and this is subject to the agreement of the 2015-16 to 2018-19 capital programme at full Council in February 2015.

Performance Issues

58. Schools in Harrow perform well in comparison to national and statistically similar local authorities. The vast majority of primary schools and secondary schools are judged 'good' or 'outstanding' by OfSTED. As at 31st March 2014, 90% of Harrow's primary and secondary schools are judged 'good' or 'outstanding', compared to 85% in London and 80% nationally (Source: Ofsted Data View).
59. The Schools White Paper and Education Act 2011 maintain a focus on driving up standards in schools, and place more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring performance and driving improvement has changed significantly and is reduced from its previous level. However, the Local Authority maintains a strategic oversight and enabling role in local education, and is likely to retain some role in monitoring educational achievement and key measures such as exclusions and absence. The Local Authority is also statutorily responsible for supporting and improving underperforming schools.
60. The Local Authority continues to monitor key education indicators. The indicators are used locally to monitor, improve and support education at both school and local authority level. They are also used within information provided to the DfE.

Key Stage 2	Year	Reading, Writing & Maths L4+	KS1-KS2 Expected Progress - Reading	KS1-KS2 Expected Progress - Writing	KS1-KS2 Expected Progress - Maths
Harrow	2012	79%	91%	93%	90%
National		74%	90%	90%	87%
Harrow	2013	79%	90%	92%	92%
National		75%	88%	92%	88%
Harrow	2014	82%	93%	92%	93%
National		78%	91%	93%	93%

Source: DfE Statistical First Release

Key Stage 4	Year	% 5 A*-C grades inc E&M	KS2-KS4 Expected Progress - English	KS2-KS4 Expected Progress - Maths
Harrow	2011	64.6%	80.9%	80.1%
National		58.4%	73.1%	65.9%
Harrow	2012	63.6%	82.3%	80.4%
National		59.1%	69.3%	69.9%
Harrow	2013	65.4%	79.7%	83.3%
National		60.8%	71.7%	72.0%
Harrow(provisional)	2014	64.5%	NA	NA

Source: 2012-13 DfE Statistical First Release & 2014 Harrow schools

61. The indicators fall within the following areas:

- Attendance and exclusions - remain a statutory duty for the Local Authority to monitor and improve.
- Underperforming schools – schools are assessed at Key Stage 2 & Key Stage 4 against defined floor standards.
- Closing the Gap - is a fundamental part of Ofsted's school inspection process, and accordingly, the Local Authority monitors the attainment of identified groups of pupils in its schools. The table below includes the gap at key stage 2 between pupils eligible for free school meals and their peers and the gap between Harrow's SEN children and their peers – children with a SEN provision includes School Action, School Action Plus or a Statement.

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

2012 Key Stage 4 - Narrowing the Gap	Harrow	National
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and mathematics GCSEs.	28.8%	26.4%
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths GCSEs.	46.3%	47.0%

62. There is a complex interrelationship between a number of other performance issues such as traffic congestion, road safety, traffic and parking enforcement and travel plan performance, as referred to earlier in the report, and all these considerations are taken into account in assessing school expansion proposals.

Environmental Impact

63. The Council's over-arching climate change strategy sets a target to reduce carbon emissions by 4% a year. Schools account for 50% of the council's total carbon emissions. Reducing emissions from schools is therefore a vital component in meeting the Council's target. However there is a significant risk that the expansion programme will increase emissions rather than reduce them. Phase 2 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.
64. The RE:FIT Schools Programme will be available to retrofit existing school buildings to improve their energy efficiency. For new-build schools, the design standards will need to ensure that they meet high energy use efficiency standards. Of particular importance will be the use of low carbon technologies – particularly for space heating – and these will need to be thoroughly investigated during the design phase.
65. For many of the projects in the school expansion programme, planning applications will be required and part of the application will be a school travel plan. Through this process and the development of the solutions for the schools, the impact of the additional pupils and their travel modes will be addressed.

Risk Management Implications

66. The directorate and corporate risk management implications for the Council arising from school place planning are included on the directorate and corporate risk registers. A Programme Risk Register is reviewed by the Programme Board.
67. The highest priority risks for this programme are Planning and Finance. The table below sets out the high level risks together with mitigating / control actions.

High Level Risks	Consequences	Mitigating/Control Actions
Finance	<p>Unaffordable Programme / individual projects and additional costs to Council.</p> <p>Risk of loss of TBNP funding if the new places are not provided and the allocations spent by September 2015.</p>	<p>Capital Strategy developed to bring together the Government's school funding streams: Basic Need, Capital Maintenance, Targeted Basic Need Programme; and building programmes e.g. Priority School Building Programme.</p> <p>School expansion feasibility designs aligned to the DfE guidance on spaces and areas for schools.</p> <p>Indicative costs calculated from feasibility studies to inform programme budget.</p> <p>Programme contingency has been included in the programme budget.</p> <p>Robust financial and programme monitoring through the Programme Board, Capital Forum and Cabinet reports.</p> <p>Exploring how the Government's Free School Programme for new schools (programme funded directly from government) may be supported in Harrow.</p>
Programme delivery	<p>Delays to programme – school places not available, additional costs.</p> <p>Keepmoat – late AMPs and delivery programmes may impact on provision of places in September 2015.</p>	<p>Capital Team expanded with appropriate skills, experience and expertise in major construction projects to deliver programme.</p> <p>Programme Board established with Corporate Director and senior officer membership.</p>
Pupil Projections	<p>Over or under estimate of pupil growth leading to a mismatch of provision – shortage of places or over</p>	<p>GLA commissioned to provide school roll projections. Review of projections against Admissions data on applications and in-year movement of pupils. Close working with schools.</p> <p>The permanent expansions are planned to achieve a sustainable level of school places to</p>

	provision of places leading to high levels of vacancies.	<p>meet the growth as indicated by the pupil projections. The additional permanent places are created as the demand grows over the years.</p> <p>The peak and variations in demand for school places will be met by continued use of temporary additional places. This approach will minimise the risk of having to remove permanent capacity in the years following the peak in demand.</p>
Communication	Lack of understanding of need and proposals leading to delays and complaints.	<p>Communication strategy developed for overall programme and individual projects.</p> <p>School Expansion Stakeholder Reference Group meets with cross-party and representative membership to provide advice and guidance on the implementation of the school expansion programme.</p> <p>Programme communications officer appointed to develop and co-ordinate communications and community engagement.</p>

Equalities implications

68. Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it.
69. Equalities Impact Assessment has been undertaken on Phase 2 of the Primary School Expansion Programme and on each school proposed for permanent expansion. The overall conclusion of these assessments is that the implications are either positive or neutral in that the expansion of the schools will help to ensure sufficient school places for the increasing numbers of children in Harrow. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude that all opportunities to advance equality are being addressed.
70. Harrow's schools are successful, inclusive and provide a diversity of provision. The school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow and will build on the successful provision that already exists in Harrow's schools.

Council Priorities

71. The Council Priorities are as follows:
- Making a difference for the vulnerable
 - Making a difference for communities

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

72. The recommendation supports these priorities by:

- Ensuring Harrow Council fulfils its statutory duties to provide sufficient school places in its area.
- Providing high quality local mainstream and special educational need provision in schools for children close to where they live.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 17 November 2014		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 17 November 2014		

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Russell Eacott, interim Head of Children's Capital Project Team, 020 8424 1805, russell.eacott@harrow.gov.uk

Background Papers: None

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