

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Monday 11 December 2017

TIME: 7.30 pm

VENUE: Committee Room 5, Harrow Civic Centre, Station Road, Harrow, HA1 2XY

MEMBERSHIP (Quorum 3)

Chair: Councillor Jerry Miles

Councillors:

Phillip O'Dell
Mrs Rekha Shah

Richard Almond
Pritesh Patel

Reserve Members:

- | | |
|--------------------|-------------------|
| 1. Margaret Davine | 1. Ameet Jogia |
| 2. Barry Kendler | 2. Amir Moshenson |
| 3. Anne Whitehead | |

Contact: Manize Talukdar, Democratic Services Officer
Tel: 020 8424 1323 E-mail: manize.talukdar@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public.

Directions to the Civic Centre can be found at:
<http://www.harrow.gov.uk/site/scripts/location.php>.

Filming / recording of meetings

The Council will audio record Public and Councillor Questions. The audio recording will be placed on the Council's website.

Please note that proceedings at this meeting may be photographed, recorded or filmed. If you choose to attend, you will be deemed to have consented to being photographed, recorded and/or filmed.

When present in the meeting room, silent mode should be enabled for all mobile devices.

Meeting access / special requirements.

The Civic Centre is accessible to people with special needs. There are accessible toilets and lifts to meeting rooms. If you have special requirements, please contact the officer listed on the front page of this agenda.

An induction loop system for people with hearing difficulties is available. Please ask at the Security Desk on the Middlesex Floor.

Agenda publication date: Friday 1 December 2017

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 5 - 10)

That the minutes of the meeting held on 29 September 2017 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 in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, Wednesday 6 December. 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. REVENUE AND CAPITAL MONITORING 2017/18 - QUARTER 2 AS AT 30TH

SEPTEMBER 2017 (Pages 11 - 60)

Report of the Director of Finance.

8. ANNUAL EQUALITIES REPORT 2016/17 (Pages 61 - 82)

Report of the Divisional Director, Strategic Commissioning.

9. 12 MONTH REVIEW OF COMMUNITY INVOLVEMENT IN PARKS RECOMMENDATIONS (Pages 83 - 92)

Report of the Corporate Director, Community.

10. ANY OTHER BUSINESS

Which cannot otherwise be dealt with.

EXCLUSION OF THE PRESS & 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 6: Revenue and Capital Monitoring 2017/18 – Quarter 2 as at 30 th September 2017	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information)

AGENDA - PART II

11. REVENUE AND CAPITAL MONITORING - DRAFT BUDGET AND Q2 (Pages 93 - 94)

Report of the Director of Finance.

*** 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.]

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

20 MARCH 2017

Chair:	* Councillor Phillip O'Dell	
Councillors:	* Barry Macleod-Cullinane	† Aneka Shah-Levy
	* Primesh Patel	* Bharat Thakker
In attendance: (Councillors)	Richard Almond	Minute 87
	Sue Anderson	Minute 86

- * Denotes Member present
- † Denotes apologies received

82. Attendance by Reserve Members

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

83. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 8 – Information Report – 2016/17 Revenue and Capital Monitoring for Quarter 3 as at 31 December 2016

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he was employed by the Citizens' Advice Bureau at a national level. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 8 – Information Report – 2016/17 Revenue and Capital Monitoring for Quarter 3 as at 31 December 2016

Councillor Bharat Thakker declared a non-pecuniary interest in that he was a landlord with properties in Harrow. He would remain in the room whilst the matter was considered and voted upon.

84. Minutes

RESOLVED: That the minutes of the meeting held on 7 December 2016, be taken as read and signed as a correct record.

85. Public Questions, Petitions and References

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

RESOLVED ITEMS

86. Community Grants Scheme 2015/16

The Sub-Committee received a report which set out information on the monitoring of projects which had been awarded Council grant funding in 2015/16. It sought to assess the outcomes delivered to and for the community of Harrow.

The Portfolio Holder for Community, Culture and Resident Engagement introduced the report and apologised for the delay in its submission which had originally been scheduled for December 2016. She advised that this delay was partly attributable to requests from the voluntary sector for an extension of time due to capacity issues in responding to the Council's consultation on support to voluntary and community organisations in Harrow during the same period. It was noted that the Chair and Vice-Chair of the Sub-Committee had therefore agreed to the submission of the report to this meeting which was nearly 12 months from the closure of the delivery year. The 2016/17 monitoring report would be available for the next meeting of the Sub-Committee.

The Divisional Director, Strategic Commissioning informed the Sub-Committee that further monitoring information was available and would be circulated to the Sub-Committee. As a result of queries raised by Members, the officers would ensure that the information in the summary table aligned with the individual monitoring reports. Feedback from the Sub-Committee would be taken into account in the preparation of the 2016/17 monitoring report.

A Member enquired as to the position concerning those organisations who had reported under or overspends and what percentage under or over spend triggered an investigation. Members were advised that organisations were liable for any overspends and, provided a project had been delivered more efficiently, a roll forward was an option or retention of the funding for use elsewhere in the Council. Investigations were not on the basis of meeting a percentage threshold but on whether the organisation had clearly indicated that the delivery objectives had been met.

In response to a question as to the emphasis on the number of target beneficiaries from organisations applying for a grant in the scoring system and whether variances in the actual beneficiaries resulted in an investigation, Members were informed that investigations took place on a risk basis and a return quoting the exact number of beneficiaries could also be a trigger to

investigate. Small organisations sometimes found data management challenging and officers needed to be confident that good governance arrangements existed.

Members noted that the capacity to undertake monitoring was stretched following the reduction in staffing resources. The termination of the small grants programme mid year had resulted in the focus on Outcome Based Grants which were larger sums. Although the scheme had been discontinued, the officers were pursuing certain organisations for information and the outcomes would be monitored. A Member questioned whether the available capacity was adequate for the 2016/17 monitoring and suggested that an investigation be undertaken as to whether staff resources were sufficient to ensure the expenditure was properly managed. The Divisional Director, Strategic Commissioning responded that it was important to put into context the size of the spend and that arrangements were in place in order to monitor grants.

With regard to ongoing schemes, the Sub-committee was advised of the replacement of the current arrangements whereby over 30 organisations were in receipt of grants with a single tender for advice and information services, an infrastructure service, and devolution to Harrow Community Action (HCA) of £100k for year one and £50k for two years. The new arrangements would free up some existing staff capacity in the relevant team. The situation had, however, been challenging due to a reduction in staff and sickness. In response to a question, it was noted that performance indicators would be agreed as part of the contracting model.

Having agreed that further monitoring information provided by organisations and list of organisations visited by the Grants Officer be circulated to the Sub-Committee, it was

RESOLVED: That

- (1) the report be noted;
- (2) Cabinet be requested to consider whether the available staffing capacity was sufficient for the monitoring of the current grants process and for the new arrangements in order to ensure that grants expenditure was properly managed.

87. INFORMATION REPORT - 2016/17 Revenue and Capital Monitoring for Quarter 3 as at 31 December 2016

The Sub-Committee received a report of the Director of Finance on the Council's revenue and capital monitoring position for Quarter 3 as at 31 December 2016 which had been considered by Cabinet on 16 February 2017. It was noted that the movement between quarter 2 and quarter 3 was £1.285k.

A Member expressed the view that financial information was received too late for meaningful comment and enquired what form the monthly financial information that had been previously agreed with effect from the next financial year would take. In terms of timeliness of the information, the Director of

Finance pointed out that the Quarter 3 information was reported to Cabinet six weeks after the period end which was timely. The Director of Finance advised that the monthly reporting would comprise a brief update, on an exception basis after period 1.

A Member enquired whether the capacity to achieve targets had been considered in the initial budget considerations and was it realistic to find resources elsewhere to balance variances as the Leader of the Council had suggested. The Sub-Committee was informed that each saving was tracked quarterly and, as part of a budget refresh, unachievable savings had been removed and alternatives substituted. Checks would take place to ensure that 'red savings' were actioned in future years. Due to the size of the budget and number of savings required it was inevitable that substitution would be required.

A Member requested clarification on the position regarding capital receipts and reference was made to the scrutiny review which recommended better understanding of capital. The Director of Finance advised on the current position. A report had been taken to Cabinet in November 2017 which detailed the proposals for asset disposals, the capital receipts from which would be applied under the new flexibility arrangements. The 2017/18 budget report showed that capital receipt flexibilities of £3.039m were being applied to the 2017/18 budget and the balance, if required, would be applied in 2016/17. There was no prescribed limit in the regulations, allowing flexibility where legitimate revenue costs could be demonstrated. The Council could not borrow capital to fund revenue overspend and, at the time of the Sub-Committee, the Council was not planning on drawing down from reserves other than that detailed in the Quarter 3 monitoring report, with the exception of redundancy costs.

A Member drew attention to the overspend arising from the negotiation on the IT contract with Capita and requested information on the final settlement, for example the outstanding invoice amount. The Director of Finance undertook to provide further information.

A Member stated that the outturn indicated about £9.8m excess spending, and asked what the bottom line was for earmarked reserves and contingencies compared to the previous year. The officer advised that reserves were included in the report that there was an on going revenue contingency of £1.329m built into the budget. There were no plans currently to draw down further from contingencies and earmarked reserves, with the exception of redundancy costs.

In response to questions regarding specific items of expenditure, responses from the Director of Finance were as follows:

- an invoice for £75,162.97, regarding works to make a dangerous structure safe due to health and safety concerns, had been written off subsequent to legal advice. Write-offs took place for a variety of reasons and it was not considered to be a control issue;

- the SEND transport pressure had arisen due to increased demand, particularly the extension of eligibility to 25 years of age, savings that had proved difficult to achieve and the challenges of route planning;
- should the settlement reached with Keepmoat on the School Expansion Programme be in excess of the available funding in the current year, a review of current provision in the capital programme would be undertaken in preference to additional funding in the budget;
- the People's Directorate were under further financial pressure and, as with all directorates, were reviewing all non-essential spend. The budget pressures on Children's Services continue to increase and initiatives included tight control over placements, actions to stem demand, Stepdowns and early interventions. Support had been received from the Local Government Association and a review by People Too indicated that costs were lower than the statistical average. Information was awaited on how the additional funding for adult social care would be spent and on government monitoring;
- work had been undertaken to ensure that capitalised regeneration expenditure was in accordance with financial regulations. There was a revenue effect of £1/2m of expenditure that could not be charged to capital;
- slippage in the regeneration budget was easier to predict on Council owned land. Reasons for slippage elsewhere included withdrawal from a large assembly deal due to due diligence, renegotiation of a site taking longer than anticipated particularly due to sub tenants, and planning delays on Haslam House which had not been predicted but were now resolved;
- the reduction in public health expenditure was balanced by expenditure on wider determinates of health.

Having agreed that the reasons for slippage would be included in future text, and that information be circulated on: the number of properties purchased to date under the Housing Property Purchase Initiative, the financial settlement with Capita on the IT contract, and how much IT finance would be drawn down, it was

RESOLVED: That the report be noted.

88. Report of the Scrutiny Review into Social and Community Infrastructure

The Sub-Committee received a report which updated Members on officer feedback in response to the Scrutiny Review into the Social and Community Infrastructure review report and relevant recommendations.

The Divisional Director Regeneration, Enterprise and Planning introduced the report, drawing particular attention to the recommended initiatives arising from the scrutiny review, the responses to those recommendations and an update on implementation progress. A report on the strategy for attracting and

retaining employment uses in Harrow that recognised the Borough's advantages would be submitted to the next meeting of the Major Developments Panel and further detailed briefings would be available. The Chair stated that a briefing on the Economic Development Needs Assessment (EDNA plan) would be useful.

In response to a question it was advised that the £1.75bn of private and public sector investments that comprised the programme was the gross development value.

With regard to the consultation undertaken on the Byron Quarter development, a Member commented that access difficulties could arise as one of the two entrances led to a Transport for London (TfL) controlled road, and weekend use of the nearby civic amenity site regularly blocked the site entrance.

A Member expressed the view that there was not a clear strategy for regenerating business expansion in Harrow and that other parts of London had been more successful in attracting large businesses. The emphasis on start ups had implications for business rates.

In response the officer stated that whilst the advice was for Harrow to nurture and grow small businesses, the strategy was nevertheless looking at opportunities to attract larger scale businesses and proposals in the town centre were under consideration.

With regard to comments on the hospitality sector and the affect of the evening closure of St Anns on the night time economy, the Sub-Committee was advised that the town centre had a strong footfall and a low vacancy rate. However, it was recognised that there was a need to reinforce the hospitality sector. The development at 51 College Road included a new public square with a significant food and beverage offer and discussions were taking place with major retailers on opportunities to enable expansion of current businesses.

With regard to the programme to support a strategy for attracting and retaining employment uses in Harrow that recognised the Borough's advantages, it would be a combination of a strategic approach and working site by site. Given the number of sites there was the opportunity for substantial control and influence over the area to make a palatable affect.

In response to a question, the Sub-Committee was informed that consultation events were generally well attended with the drop in model working well. The officer undertook to circulate statistics on attendance.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.35 pm).

(Signed) COUNCILLOR PHILLIP O'DELL
Chair

Date of Meeting:	11 December 2017
Subject:	INFORMATION REPORT 2017/18 Revenue and Capital Monitoring for Quarter 2 as at 30 th September 2017
Responsible Officer:	Dawn Calvert, Director of Finance
Scrutiny Lead Member area	Performance Lead Member – Councillor Phillip O’Dell Policy Lead Member – Councillor Stephen Wright
Exempt:	No, except for Appendix 6 of main report, which is exempt on the grounds that it contains “exempt information” under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
Wards affected:	All
Enclosures:	Appendix 1 – 7 th December 2017 Cabinet: Revenue and Capital Monitoring for Quarter 2 as at 30 th September 2017.

Section 1 – Summary and Recommendations

This report includes as an appendix, the Revenue and Capital Monitoring report to be considered at the 7th December 2017 Cabinet meeting for further consideration by this sub-committee.

Recommendations :

To note the report and to make any recommendations the sub-committee wishes for consideration by Cabinet or officers.

Section 2 – Report

Introductory paragraph

The Council undertakes regular monitoring of the Council's revenue and capital budgets, with reports being presented to Cabinet on a quarterly basis with the year end outturn reported in June following the end of the financial year. The attached report shows the forecast position as at the end of Quarter 2 (30th September 2017).

Financial Implications

These are contained within the December Cabinet report attached.

Performance Issues

These are contained within the December Cabinet report attached.

Environmental Impact

There are no direct impacts.

Risk Management Implications

There are contained within the December Cabinet report attached.

Equalities implications

Was an Equality Impact Assessment carried out? No

The report is for noting and comment only

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Council's priorities are:

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

Good financial governance contributes to achieving them

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 23 November 2017		

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

Contact: Sharon Daniels Head of Strategic Finance and Business (Deputy S151)
e-mail sharon.daniels@harrow.gov.uk

Tel: 020 8424 1332

Background Papers: None

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REPORT FOR: CABINET

Date of Meeting:	7 December 2017
Subject:	Revenue and Capital Monitoring 2017/18 – Quarter 2 as at 30 th September 2017.
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No, except for Appendix 6, which is exempt on the grounds that it contains “exempt information” under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 Revenue Budget Summary (Divisional) as at 30 th September 2017. Appendix 2 MTFS 2017/18 to 2019/20 Savings Tracker.

Appendix 3 Draw Down from
/Contribution to Reserves.

Appendix 4 Capital Programme as at
30th September 2017.

Appendix 5 In-year Reduction to
2017/18 Capital
Programme.

Appendix 6 Concilium Business
Services Performance
Report.

Section 1 – Summary and Recommendations

This report sets out the Council's revenue monitoring position as at Quarter 2 2017/18 (30th September 2017).

Recommendations:

1. Cabinet note the revenue forecast position detailed in this report as at Quarter 2 2017/18.
2. Cabinet to approve debt write off as specified in paragraph 2.70
3. Cabinet to approve addition to the Capital Programme as specified in paragraph 3.32 to 3.34
4. Cabinet note reductions to the Capital Programme as stated in paragraph 3.35 to 3.36 and specified in Appendix 5
5. Cabinet note the quarter 2 performance reports from Concilium Business Service as specified in Appendix 6 (Part II report).

Reason: (For recommendation)

To report the 2017/18 forecast financial position as at 30th September 2017 and seek Cabinet approval for capital programme adjustments which require Cabinet approval in accordance with Financial Regulations.

Section 2 – Report

1.0 INTRODUCTION

- 1.1 The net forecast position as at Quarter 2 (30th September 2017) on the revenue budget is showing a balanced position. The directorates are reporting an overspend of £3.880m, an increase in forecast overspend of £320k when compared to Quarter 1. The Children's division is forecasting net demand pressures estimated at £3m, a reduction of £559k from Quarter 1. Adult services are forecasting a purchasing pressure of £439k. The Community directorate are reporting a forecast pressure of £428k. The £3.880m overspends are fully mitigated through the receipt of additional income notified after budget setting, corporate items and the implementation of a spending control freeze across the organisation.
- 1.2 The capital programme is reporting a forecast spend of £164.487m against a budget of £198.231m. This represents a total forecast spend of 83%. In terms of general fund capital, there is a net forecast underspends of (£17.173m) of which £17.070m is requested for slippage into 2018/19 and (£0.103m) can be removed from the Capital Programme. For the Housing Revenue Account, an underspend of (£16.569m) is forecast of which £14.606m is requested for slippage into 2018/19 and (£1.964m) can be removed from the Capital Programme.

(Please note, all number in brackets relates to income/underspends)

2. REVENUE MONITORING

- 2.1 The revenue forecast position at Quarter 2 (30th September 2017) is showing a balanced position after a draw down from reserves of £2.474m (mainly to fund redundancy costs), as detailed in appendix 3, the use of Corporate budgets of £2.555m and £1.325m of spending controls. The forecast by division is detailed in Appendix 1.
- 2.2 Assumed in the balanced position above is the use of £3.039m of capital receipts flexibilities generated from assets disposals. These are applied under the capital receipt flexibilities granted to Local Authorities by central government.
- 2.3 A summary of the Quarter 2 monitoring is shown in table 1 below:

Table 1: Revenue Monitoring – as at 30th September 2017

Directorate	Revised Budget	Outturn	Quarter 2 Variance	Draw Down from Reserve	Quarter 2 Variance After Draw Down from Reserve	Quarter 1 Variance After Draw Down from Reserve	Movement Between Q1 and Q2
	£000	£000	£000	£000	£000	£000	£000
Resources and Commercial	23,024	23,145	121	(109)	12	-	12
Community	36,545	37,677	1,132	(704)	428	-	428
Adult	64,654	65,473	819	(380)	439	-	439
Children	37,614	40,968	3,354	(353)	3,001	3,560	(559)
Public Health	1,295	1,295	-	-	-	-	-
People Total	103,563	107,736	4,173	(733)	3,440	3,560	(120)
Planning and Enterprise	2,080	2,190	110	(110)	-	-	-
Regeneration	(350)	468	818	(818)	-	-	-
Regeneration Total	1,730	2,658	928	(928)	-	-	-
Total Directorates	164,862	171,216	6,354	(2,474)	3,880	3,560	320
Corporate Items	(58)	(2,613)	(2,555)	-	(2,555)	(2,235)	(320)
one-off Spending Controls Freeze	-	(1,325)	(1,325)	-	(1,325)	(1,325)	-
Total Budget Requirement	164,804	167,278	2,474	(2,474)	-	-	-

RESOURCES AND COMMERCIAL

Table 2: Resources & Commercial Variance

Quarter 2 Variance £000	Quarter 1 Variance	Movement between Quarter 2 and Quarter 1
12	-	12

- 2.4 At Quarter 2 Resources is forecasting an overspend of £12k for the 2017/18 financial year. This is after an assumed draw down from reserves of (£109k) as detailed in Appendix 3.

Spending Control Freeze

- 2.5 The Resources & Commercial directorate is working towards identifying a number of in-year items to contribute towards the requested spending freeze across the Council. Proposed items include underspends of budgets from current vacant staff posts, overachievement of income and contract efficiency savings. It is forecast that £475k savings will be achieved by the end of the financial year.

COMMUNITY DIRECTORATE

Table 3: Community Variance

	Quarter 2 Variance	Quarter 1 variance	Movement between Quarter 2 and Quarter 1
	£'000	£'000	£'000
Commissioning & Commercial Services, and Corporate Estate	0	0	0
Environment & Culture	428	0	428
Directorate Management	0	0	0
Housing General Fund	0	0	0
Total	428	0	428

- 2.6 At Quarter 2, the Community Directorate is reporting an overspend of £428k after an assumed draw from reserves of (£704k) as detailed in appendix 3. There has been an adverse movement in the variance of £428k from Quarter 1 to Quarter 2.
- 2.7 Waste services over spend of **£250k** on staffing costs as a result of sickness and holiday cover. Managers are continually reviewing and challenging the levels of sickness. One of the key areas also being reviewed is the current level of agency staff deployed. There is a national shortage of LGV drivers and recruiting to the posts is difficult. Despite these factors managers are looking at ways in which to tackle the shortages. One option is to introduce an apprenticeship scheme which is currently being developed.
- 2.8 Clean & Green team over spend of **£130k** on agency staffing costs.
- 2.9 Additional costs of **£149k** were incurred to provide interim cover and project management support during the restructuring process in Environment & Culture division.
- 2.10 These overspends have been offset by an increase in income of **(£100k)** mainly in relation to Parks & cemeteries.
- 2.11 Housing General Fund is forecasting a balanced position.

SPENDING CONTROL FREEZE

- 2.12 The Community Directorate continues to explore new income opportunities by increasing utilisation of assets. This includes renting out any empty properties, taking over the management of a café and performance space, and undertaking rent reviews as part of lease renewals. All of these will be undertaken with the aim of generating additional income, the exact amount of which will be subject to the timing of new leases / lease review, rent negotiations and/or business cases. In addition, the directorate will carry out efficiency reviews on its services to achieve cost savings. It is anticipated that these actions

in coming months will yield a total estimated saving of £455k, which will be used to contribute towards the Council's overall financial position. To date, £85k of these savings have been banked.

PEOPLE'S DIRECTORATE

- 2.13 At Quarter 2 the People's Directorate is forecasting an over spend of £3.440m, this forecast includes assumed draw down from reserves of (£733k) as set out in appendix 3. The directorate's forecast represents a favourable movement of (£120k) when compared with Quarter 2.

Table 4: People's Directorate Variance

	Quarter 2 Variance	Quarter 1 Variance	Movement between Quarter 2 and Quarter 1 after Spending Control Freeze
	£'000	£'000	£'000
Adults	439	-	439
Public Health	-	-	-
Children	3,001	3,560	(559)
Total	3,440	3,560	(120)

ADULT SERVICES

- 2.14 Adults Services are reporting an overspend of £439k (an overspend of £4.9m before identified mitigation including use of the ASC grant), an adverse position of £439k when compared to quarter1. This position is achieved after assuming a drawdown from reserves of (£380k) as detailed in appendix 3 to this report.
- 2.15 This adverse variance represents increased pressure against purchasing budgets, especially relating to increased weeks of care required for residential and nursing placements.
- 2.16 The forecast outturn position indicates continuing pressures (over and above the allocation of the £4.6m MTFS growth which mitigated underlying pressures brought forward from 2016/17) and relates largely to increasing purchasing pressures (including the all age disability service) and delivery of MTFS savings. However these are expected to be mitigated by action plans and use of the ASC grant as detailed above.
- 2.17 Whilst the service received MTFS growth, together with the announcement of the improved Better Care Fund funding, the front line demand led services continue to face cost pressures in relation to the provision of services, arising largely from increasing complexities and also the interface with health.
- 2.18 The service is working towards containing these pressures within the approved budget; however this continues to be challenging. The Adult Social Care grant of £3.6m will be committed in line with the grant conditions and is expected to enable a balanced position by 31st March 2018.

- 2.19 Within Adult Social Care, purchasing pressures are continuing to rise (forecast overspend of £2.9m including an overspend of £366k in relation to Mental Health services provided by Central North West London under s75 arrangements), especially relating to the increased weeks of care required for residential and nursing placements. In particular, a number of new trends since the budget was set in February, are emerging that carry increased financial challenge, such as:
- The complexities existing between residential and nursing care have shifted resulting in increased placements in nursing care and increased weekly costs of residential placements.
 - An increasing trend towards dementia in younger adults, resulting in a longer financial commitment than previously anticipated.
 - A 21% increase in the number of discharges from hospital into adult social care.
 - Continuing pressure against increasing demands on the Deprivation of Liberties (DoLs) service.
- 2.20 Pressures of £347k in relation to placement costs for children with disability (within the all age disability pathway) have been transferred from children's services.
- 2.21 Within internally provided services there are underlying pressures in the region of £1.32m. These pressures arise from delays (including those associated with planning and building related issues) associated with the achievement of MTFS savings, including £0.9m in relation to the Sancroft Phoenix project. These pressures are expected to be partially mitigated.
- 2.22 The Better Care Fund (BCF) has been agreed for 2017/18, with the funding in relation to the protection of social care (a BCF condition) reduced from the budgeted figure of £6.558m down to £6.106m by the Clinical Commission Group. This reduction has been mitigated within the outturn figure reported above.

PUBLIC HEALTH

- 2.23 Overall the 2017/18 forecast outturn position for Public Health is a balanced budget, after the one-off contribution towards the Spending Control Freeze. This balanced position assumes that the statutory provision in relation to demand led sexual health services will be within budget. The new 5 year integrated contract with London North West Hospitals Trust (LNWHT) commenced on 1st August 2017. As a result activity is now charged based on the type of services provided (rather than a price for a first or follow up attendance) and data is awaited in relation to this activity to enable trends to be established and a robust forecast provided.

SPENDING CONTROL FREEZE (Adults and Public Health)

- 2.24 The directorate is also reporting a one-off contribution to the Spending Control Freeze of (£0.320m). It is been proposed that in Adult Services this will be achieved by reducing expenditure (of £159k) across the training budgets (mandatory training will continue to be provided which is consistent with the practice in 2016/17) and within the hospital team. Within Public Health the reduced expenditure (of £161k) reflects the early achievement of the 2017/18 MTFs saving in relation to drug and alcohol services, together with a reduction in committed spend for obesity services.

CHILDREN'S SERVICES

- 2.25 As at Quarter 2 the headline pressure for the division is £3.883m which reduces to a net forecast overspend for the division of £3.001m after the use of one off management actions totalling (£0.529m) and draw down from reserve for redundancy cost of (£0.353m). This represents a reduction in overspend of £0.559m from the position reported at Quarter 1. The main reductions are:-

Table 5: Children's variance

Quarter 2 Variance £'000	Quarter 1 variance £'000	Movement between Quarter 2 and Quarter 1 £'000
3,560	3,001	(559)

- 2.26 **£638k Reduction in children's placements spend** This reduction results from planned actions from a series of regular children's placements challenge panels which are chaired by the Divisional Director. In particular there have been significant reductions to the numbers of children in residential, external fostering and semi-independent placements which have largely resulted in this reduction in forecast costs.
- 2.27 **£72k Reduction in Children and Young People staffing spend** This reduction results from increased management scrutiny of staffing spend together with initiatives to reduce agency costs such as the permanent recruitment of social workers from India and the frontline and step-up graduate social work programme.
- 2.28 **£130k Under Spend identified in the Early Support Service** This under spend results from part year staffing vacancies, one-off income and a saving in relation to the Citizen's Advice Bureau contract.
- 2.29 **£64k Other small reductions across the directorate.**
- 2.30 The above reductions are partially offset by
- 2.31 **£179k Overspend identified in the Harrow School Improvement Partnership** - This overspend results from a shortfall of income in the

Harrow School Improvement Partnership which is required to recover the full cost of running the service.

- 2.32 **£166k of management actions were assumed in Quarter 1**, this has subsequently been realised within the movements above.
- 2.33 The headline pressures of £3.883m are as follows:
- 2.34 **Children's Placements and Accommodation £2.622m overspend**
There is an overall reduction of £638k from the overspend reported at Quarter 1. As part of the service's planned actions, 4 young person's residential placements packages have ended, 1 has been moved to an external fostering placement, one has moved into an in-house fostering placement and another 2 to semi-independent placements resulting in reductions in weekly costs.
- 2.35 In order to mitigate and monitor the spend on children's placements a schedule of panels has been drawn up to scrutinize and reduce costs. These panels, chaired by the Divisional Director, include;
- Weekly Access to Resources Panel – no new spends are permitted without exploring alternatives.
 - A monthly themed panel focussing on high cost areas such as semi-independent and leaving care costs.
 - A monthly tracking panel to ensure that placements are ended in a timely manner.
 - Revised Tri-Partite Panel to ensure that health contributions are maximised.
- 2.36 **Children and Young People's Service Frontline Teams £0.418m overspend** - The majority of the overspend relates to staffing and a breakdown of variances is shown in Table 6 below. The main pressure is as a result of agency staff covering vacant posts, sickness and maternity as well as a super numerate team manager and 'as and when' required staff carrying out supervised contact. In addition to this there is a one off cost for overseas social worker recruitment estimated at £50k and anticipated pressures of £150k relating to IT & mobile phone equipment and other non-staffing costs particularly driven by the recent growth in social care staff numbers.
- 2.37 Agency costs continue to be reduced during the remainder of the year with the continued arrival of social workers from India, and the permanent recruitment of social workers who complete the front-line and step-up programmes. A total of 11 social workers have already arrived from India. A further 5 are anticipated to arrive in January which would further reduce costs.
- 2.38 There will be further challenges in the coming months, with transition periods for new staffing coming in, and locum staff handing over work safely to maintain service delivery.

Table 6: CYP staffing variances to budget

Description	Front Door	Quality Assurance	CYP Mgt	Children in Need	Corp Parent	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Permanent Staff	-129			-93	-133	-355
Agency vacancies	115			131	31	277
Agency	69			46	23	138
Supernumerary	52				23	75
As & When	-7			2	88	83
Total	100	0	0	86	32	218
Budget FTE	42.5	14.1	11	58	49	174.6
Forecast FTE	42.5	14.1	11	57.6	48.4	173.6

2.39 Families with No Recourse to Public Funds £74k overspend -

These are families being supported by the Council because they have no recourse to public funds (NRPF). The welfare reforms, along with stricter enforcement of Asylum Legislation are the main causal factors for this demand, which is unpredictable in terms of volume and costs. The exit routes for ceasing funding are dependent on variable factors, many of which cannot be controlled by the Council. 1.5 FTE bespoke workers have been recruited to focus specifically on these families to help reduce costs and mitigate the financial pressures on this budget. These workers are currently supporting 22 cases, 5 cases have been successfully closed since April 2017.

2.40 A funding bid is being constructed to purchase the premium service from the Home Office. This will mean the co-location of an Immigration & Enforcement Officer who will fast-track all asylum related processes and background checks. This will reduce the amount of time that families are being funded through no recourse to public funds.

2.41 Early Support Service under spend £130k - As the new structure continues to bed in a number of vacant posts has resulted in an underspend of £58k. This is a one off underspend in 2017-18. In addition the service has received one off income of £30k for the rental of the Pinner Centre and the contract with the Citizen's Advice Bureau has now been incorporated into the larger corporately held contract resulting in a budget saving of £42k

2.42 Departmental Legal Costs £103k overspend - There is an estimated overspend on disbursements related to barristers, experts, court fees and other expenses in relation to care proceedings. As the number of children in proceedings increase so does the court and other fees.

2.43 Signers and Interpreters Fees £90k overspend - The provision of an Interpretation and Translation service is a demonstrable component of the Council's commitment to equality of opportunity, enabling access to information and services.

- 2.44 **Capital Team £176k overspend** - There are anticipated costs for external legal services and external commercial and technical advice services in relation to continued efforts to close the accounts for School Expansion Programme phase 2 (SEP2).
- 2.45 **Commissioning Team £30k overspend** - This pressure results from redundancy and residual staffing costs of 3 members of staff who are expected to leave in September as part of the MTFS saving in this area which has been delayed in its implementation.
- 2.46 **Harrow School Improvement Partnership £179k overspend** There is a shortfall of income in the Harrow School Improvement Partnership which is required to recover the full cost of running the service.
- 2.47 **Other small overspends £32k.**
- 2.48 These pressures are partially offset by one off management actions totalling (£0.529m) and one off draw down from reserve for redundancy of (£0.353m).

REGENERATION, ENTERPRISE AND PLANNING

- 2.49 At Quarter 2, Regeneration, Enterprise & Planning are reporting a balanced budget.
- 2.50 Regeneration activity, estimated at £818k, this will be funded from the capacity already set aside.
- 2.51 £2.363m [net] of Community Infrastructure Levy (S106) monies has been received at Quarter 2. The net unspent income will be transferred to CIL reserves at year end.

SPENDING CONTROL FREEZE

- 2.52 Following the review of Building Control fees earlier this year, additional income may be achievable subject to the number of applications being at a similar level as pre-Brexit time. The income can be volatile and will require regular monitoring as part of monthly forecast. At this stage, it is anticipated that an additional income of £25k may be achieved in 2017/18. In addition, a recharge of planning officers' time against CIL administrative fee is considered possible but this will be subject to the actual time legitimately spent on CIL related work. It is estimated that a one-off recharge of £50k can be achieved from this in 2017/18.

HOUSING REVENUE ACCOUNT

- 2.53 As at Quarter 2 there is a forecast capacity of (£837k) in the HRA, an improvement against quarter 1 of (£1.153m) due mainly to capacities identified on staffing and operating costs, this was identified as part of the Service Review Programme aimed at addressing a range of financial challenges facing the Council's HRA.
- 2.54 Included in the forecast position of (£837k) is the £200k interest payments to the Department for Community and Local Government on retained Right to Buy receipts expected to be repaid to Government under terms of the retention agreement.
- 2.55 The costs of compulsory upgrade of IT systems have been reflected although additional pressures in this area are possible; an impact assessment is in progress.
- 2.56 Reforms of HRA and Welfare, including rent reduction, borrowing cap and high value voids levy from 2018-19 continue to present significant challenges which are being addressed by the Housing Management Team.
- 2.57 A summary of the HRA position is provided below which includes estimated balances;

Table 7: HRA Variance

Quarter 2 Variance £'000	Quarter 1 Variance £'000	Movement between Quarter 2 and Quarter 1 £'000
(837)	316	(1,153)

CORPORATE BUDGETS

- 2.58 Corporate budgets are forecast to underspend by (£1.721m). This underspend includes unallocated inflation budgets, other contingencies and grants. The council has also received one off income of (£834k) after the budget was set in February 2017.
- 2.59 Included in the forecast balanced position is the £3.093m use of funds realised from assets disposal under the capital flexibility scheme that was introduced in 2016/17.

SPENDING CONTROL FREEZE

- 2.60 In Period 2, a balanced position was reported after proposing a £1.5m spending control and Spending Freeze contribution across the Directorates.

- 2.61 Further work has now been done on this proposal; a total of (£1.325m) has been identified across the directorates as the amount that directorates are able to contribute towards the spending controls.
- 2.62 Table 8 below shows the breakdown of the £1.325m by directorate.

Table 8: Spending Control Freeze

Directorate	Contribution to Spending control Freeze
	£000
Spending control freeze included in the Budget Monitoring Report at period 2	1,499
Resources and Commercial	(475)
Community	(455)
Adult	(160)
Public Health	(160)
People Total	(320)
Planning and Enterprise	(75)
Total Directorates	(1,325)

CAPITAL FLEXIBILITY

- 2.63 Included in the forecast balanced position that is been reported at Quarter 2 is the use of £3.093m fund realised from assets disposal under the capital receipts flexibility (CRF) scheme that was introduced by the central government in 2016/17. Of the assets that were disposed last year, £4.349m was carried forward to 2017/18, £3.093m of this will be applied this year under the CRF while the remaining £1.256m is carried forward to applied 2018-19.

CONTINGENCIES AND RESERVES

- 2.64 The contingencies exist to cover unavoidable pressures together with other unforeseen items and spending pressures and to cover areas of risk and uncertainty.
- The contingency for unforeseen items of £1.248m being used in full for Pinner Wood School.
- 2.65 There are also a number of specific reserves for a variety of purposes as identified in table 9 below:

Table 9: Contingencies and Earmarked Reserves

	Budget Planning	Rapid Response	Standing up for those in need	IT Impl./Trans.	Commercialisation	TPIF	Carry Fwd	Business Risk	MTFS Implementation cost	CIL Harrow and Mayor
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Balance at Start of Year	2,000	75	800	678	405	2,534	2,336	2,109	2,857	6,289
Total Earmark Reserve Balance	2,000	75	800	678	405	2,534	2,336	2,109	2,857	6,289
Potential draw Down										
Total Applied/ To Be Applied	(1,000)	0	0	0	(405)	(2,032)	(2,336)	0	(867)	(6,289)
Balance Carryforward	1,000	75	800	678	0	502	0	2,109	1,990	0

MTFS IMPLEMENTATION TRACKER

- 2.66 The 2017/18 budget includes approved MTFS savings of £10.242m. The progress on implementation is summarised in table 10 below and shown in more detail in Appendix 2.
- 2.67 As at the end of Quarter 2, 13% of savings have already been banked (blue savings), 71% of savings (green and amber) are on track or partially achieved, with 16% of savings being declared as red.

Table 10: RAG Rating of 2017/18 Savings

	Resources	People	Community	Regeneration	Pan Organisation	Total at Quarter 2	Total at Quarter 1	Movement between Q1 and Q2	Percentage Split
	£000	£000	£000	£000	£000	£000	£000	£000	
Red	57	871	354	0	350	1,632	1,378	254	16%
Amber	195	914	944	100		2,153	2,363	-210	21%
Green	1,282	1,128	2,718	47	0	5,175	5,219	-44	50%
Blue	307	925	50	0	0	1,282	1,282	0	13%
Purple	0	0	0	0	0	0	0	0	0
Total	1,841	3,838	4,066	147	350	10,242	10,242	0	100%

Red	Agreed savngs not achievable
Amber	Saving only partially achieved or risk remaining
Green	Achievement of Savings on track
Blue	Achieved and banked

- 2.68 The following savings that were previously categorised as Amber have now been re-classified as detailed below:
- Extension of property purchase initiative (COM_G05.3) saving of (£254k) is now classified as red due to a delay in the capital programme.
 - Supporting People saving of (£25k) with reference number CH_3 will now be achieved through capitalisation and is therefore reclassified as green.

- 2.69 Wisework saving of £69k (PA_3) will be amber because of the risk associate with this saving, it was originally classified as green.

Debt Write-off

- 2.70 Following a review of its debts, the Housing Service has identified amounts in the Housing Revenue Account totalling £37k which are no longer considered recoverable, £15k of which relates to deceased tenants, with remainder due to tenants not traceable following exhaustion of all approved channels and uneconomical to pursue. These debts have already been provided for and represent no additional charge to HRA balances. In line with Council's debt management policy, it is recommended Cabinet approves the write off of this amount.

3. CAPITAL PROGRAMME

Capital Programme Forecast at Quarter 2

- 3.1 The 2017/18 capital programme agreed by Council in February 2017 totalled £143.863m. After allowing for agreed slippage of £76.691m from 2016/17 outturn and other approved amendments, the programme now totals £198.231m at Quarter2.
- 3.2 The forecast spend at Quarter 2 is £164.487m, 83% of the total capital programme.
- 3.3 The forecast variance on the General Fund at Quarter 2 is an underspend of (£17.173m) (10%) of which £17.070m is requested for slippage into 2018/19, and (£0.103m) can be removed from the Capital Programme.
- 3.4 The forecast variance on the Housing Revenue Account budget of £32.457m at Quarter 2 is an underspend of (£16.570m), of which £14.606m is requested for slippage into 2018/19 and (£1.964m) can be removed from the Capital Programme.
- 3.5 Tables 10 and 11 below summarise the capital forecast position and Appendix 4 shows the capital programme in more detail.

Table 10: Summary of Capital forecast by Directorate

Directorate	Original Programme	CFWD's	Virement	Other Adjustment (Additional)	External	LBH	TOTAL BUDGET	Forecast Spend	Forecast Variance	Slippage	Underspend after slippage
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PEOPLE	17,315	20,534	0	-4,441	14,892	18,515	33,407	25,655	-7,752	7,752	0
<i>Adult</i>	7,450	891	0	-48	1,516	6,776	8,293	8,293	0	0	0
<i>Schools and Children</i>	9,865	19,643	0	-4,393	13,376	11,739	25,115	17,362	-7,752	7,752	0
COMMUNITY	55,231	4,837	-1,000	-10,766	8,171	40,131	48,302	38,881	-9,421	9,318	-103
<i>Environment and Commission</i>	33,675	-297	0	-11,202	5,148	17,028	22,176	21,451	-725	725	0
<i>Housing</i>	19,080	3,948	0	369	1,680	21,717	23,397	14,701	-8,696	8,593	-103
<i>Culture</i>	1,336	0	-1,000	67	1,343	1,386	2,729	2,729	0	0	0
RESOURCES	9,949	23,589	1,000	-7,116	0	27,422	27,422	27,422	0	0	0
REGENERATION	46,130	10,513	0	0	872	55,771	56,643	56,643	0	0	0
TOTAL GENERAL FUND	128,625	59,473	0	-22,324	23,935	141,839	165,774	148,599	-17,174	17,070	-103
TOTAL HRA	15,238	17,219	0	0	1,481	30,976	32,457	15,887	-16,569	14,606	-1,964
TOTAL GENERAL FUND & HRA	143,863	76,691	0	-22,324	25,416	172,815	198,231	164,487	-33,743	31,676	-2,067

Table 11 Analysis of Forecast Outturn Variance

Directorate	Outturn variance	Split of outturn variance by funding		Slippage	Slippage by funding		Underspend after slippage	Split of Underspend after slippage	
		Grant/sec106	LBH		Grant /Sec 106	LBH		Grant	LBH
		£'000	£'000		£'000	£'000		£'000	£'000
PEOPLE	-7,752	-1,447	-6,305	-7,752	-1,447	-6,305	0	0	0
<i>Adult</i>	0	0	0	0	0	0	0	0	0
<i>Schools and children</i>	-7,752	-1,447	-6,305	-7,752	-1,447	-6,305	0	0	0
COMMUNITY	-9,421	0	-9,421	-9,318	0	-9,318	-103	0	-103
<i>Environment and commissioning</i>	-725	0	-725	-725	0	-725	0	0	0
<i>Culture</i>	0	0	0	0	0	0	0	0	0
<i>Housing</i>	-8,696	0	-8,696	-8,593	0	-8,593	-103	0	-103
RESOURCES	0	0	0	0	0	0	0	0	0
REGENERATION	0	0	0	0	0	0	0	0	0
TOTAL GENERAL FUND	-17,173	-1,447	-15,726	-17,070	-1,447	-15,624	-103	0	-103
TOTAL HRA	-16,570	-1,360	-15,210	-14,606	0	-14,606	-1,964	0	-1,964
TOTAL	-33,743	-2,807	-30,936	-31,676	-1,447	-30,231	-2,067	0	-2,067

RESOURCES DIRECTORATE

3.6 As at Quarter 2 the forecast spend is £27.422m, 100% of the 2017/18 Resource's directorate capital budget.

COMMUNITY DIRECTORATE

- 3.7 As at Quarter 2 the forecast is £38.881m, 80% of the total budget.
- 3.8 The forecast under spend is (£9.421m) of which £9.318m will be slipped to 2018-19 and £0.103m is no longer needed. The main items of slippage and underspend are detailed below:

Environment & Commissioning

- 3.9 At the end of Quarter 2, 52% of the budget has been spent/committed, which suggests that the service is on track of delivering its capital programme at this time of the year. The service forecast to spend £21.451m (97%) in 17/18 and a slippage of (£0.725m).
- 3.10 A capital budget of £0.725m is provided primarily for the replacement of the roof and roof lights at Vernon Lodge. The work is currently put on hold pending a decision on a wider project. Although the roof is coming to the end of its life, the building is currently watertight. Should this position change before a decision is taken on the wider project, the capital budget will be used to undertake targeted repairs to the roof to prevent water ingress into the building. It is currently forecast that £0.725m will be slipped into 18/19.

Culture

- 3.11 At Quarter 2 the service forecast to spend its full allocation £2.729m in 2017/18.

Housing General Fund

- 3.12 At Quarter 2 the outturn forecast for Housing General Fund is £14.701m
- 3.13 The forecast under spend is (£8.696m) of which £8.593m will all be slipped to 2018-19 and £0.103m budget is no longer needed.
- 3.14 Budget of £9m for the additional 50 properties is assumed to slip to 2018-19 pending completion of the review of programme, resulting in delays in the achievement of the associated homelessness savings assumed in the MTFS.
- 3.15 Empty Property and Improvement Grants are expected to under spend £96k and £66k respectively, of which £59k (relating to EPGs) expected to slip resulting in fewer private rented dwellings becoming available to accommodate homeless households adversely impacting homelessness expenditure. EPG spend is restricted by availability of suitable properties and completion of works, together with delays in securing funding from private land lords.
- 3.16 Acquisition of the first 100 properties in the Council's Property Acquisition Programme is almost complete and is expected to result in an overspend of £466k due to a reduction in the overall capital budget

for the first 100 homes from £30m to £27m, required to fund pressures elsewhere in the Council.

PEOPLE

- 3.17 At Quarter 2 the forecast spend is £25.655m, 77% of the 2017/18 People's directorate capital budget.
- 3.18 The forecast under spend is (£7.752m) will all be slipped to 2018/19.

ADULTS

- 3.19 At Quarter 2 the forecast spent is £8.293m this represents 100% of the approved capital programme.

SCHOOLS

- 3.20 The approved capital programme in 2017-18 for Children's Services totals £25.115m. The projected expenditure this year is £17.362m which represents 69% of the total capital budget.
- 3.21 **School Expansion Programme (SEP) 1 and 2 (including some SEN and Secondary)** - Keepmoat, the Council's Framework Partner was commissioned to deliver the majority of the Phase 1 (SEP1) and Phase 2 (SEP2) construction projects. The projects in SEP1 and SEP2 have reached Project Completion and the schools are occupying their new accommodation.
- 3.22 The Children's Capital Project Team is working to resolve a number of building defects with Keepmoat post completion. There are on-going contractual issues with Keepmoat and the council has appointed Legal and Commercial advisers to secure resolution. For the purposes of budget monitoring these programmes are forecast to budget but there is a risk to the capital programme that the final outturn is higher than the budget.
- 3.23 **SEP 3** - Following procurement processes, Arcadis were appointed as Technical Advisers and Willmott Dixon as the single supplier from the SCAPE framework for the SEP3 projects. The SCAPE framework is local authority owned and specialises in school construction. There are four school expansions over five school sites. Four of the projects are completed and the final scheme is scheduled to commence in February 2018. The majority of this project will therefore slip into 2018-19. In addition, Weald Rise is being rebuilt by the Priority Schools Building Programme (PSBP) and the LA is providing a top up to expand the school to 4 forms of entry.

Slippage

- 3.24 The total slippage is (£7.752m). Of this, £3.150m relates to funding set aside for secondary expansions. As reported to Cabinet in June 2017 the projections for Year 7 places continue to show a lower trajectory of increase than the 2015 projections. With the current number of places available there will be a shortfall of 4 to 5 forms of entry in 2022/23. This reduces to 3-5 forms of entry in 2027/28. However, at this time there are a higher number of Year 7 places than required which is resulting in vacancies being concentrated in a small number of schools. It is proposed to slip the funding to 2019-20 and ensure that the situation is monitored and that once there is greater clarity about changes on the borough boundaries that a local solution to meet the growing need is developed with the High Schools.
- 3.25 SEP3 slippage totals £3.9m. This is the final project in SEP3 and relates to Welldon Park Junior School. Work is anticipated to start on site in February 2018 and completed by October/November 2018. The slippage does not impact on the school as the expanded year groups are still working through the infant school which is on a different site.
- 3.26 The remainder of the slippage is for IT and funding for bulge classes which are not anticipated to be needed this financial year.

REGENERATION

- 3.27 At quarter 2 the regeneration programme is showing a balanced outturn position. The regeneration programme will be coming to February 2018 cabinet with a revised programme budget following the outcome of the commercial and financial review.

HRA

- 3.28 At Quarter 2, outturn forecast for Housing Revenue Account is £15.887m (Qtr1, £13.830m) resulting in forecast under spend (£16.569m) of which £14.606m will be slipped into 2018/19 and £1.964m will be removed from the programme.
- 3.29 HRA main planned investment programme is slipping estimated £1.1m and under spending by £1.964m. The implication of the £1.964m underspend is that some improvement schemes affecting Council tenants will be delayed although priority is given to mandatory Health & Safety works and statutory works; the slippage of £1.1m relates to contractually committed expenditure which will all be spent in 2018-19.
- 3.30 Remaining slippage of £13.505m relates to Grange Farm Regeneration scheme and Infill New Build scheme, arising from delays in planning and procurement. This will result in delays in providing new

houses in Council's HRA to replace those lost through right to buys, and delivery of regenerated Grange Farm Estate.

AMENDMENTS TO THE CAPITAL PROGRAMME

Additions to the capital programme

- 3.31 A report was presented to the Major Development Panel on 14th November 2017, recommending that the allocation of Borough and Neighbourhood CIL is included as part of the Annual Budget Setting process and included in the Capital Programme report which goes to Cabinet in draft in December (this report) and in February in its final version.
- 3.32 The Neighbourhood element of CIL which will be included in the Capital Programme will be a broad allocation to indicate the total amount of NCIL available, but with the final decision on what projects are funded from the agreed CIL allocations being delegated to the Divisional Director of Regeneration and Planning, in consultation with the Portfolio Holders for Regeneration and Planning, and Finance and Commercialisation.
- 3.33 An allocation of £200k is to be included in the 2017/18 Capital Programme for Neighbourhood Community Infrastructure Levy.

Reduction to the Capital Programme

- 3.34 As part of the Budget setting process for 2018/19, a review the current Capital Programme was carried out with a view to making reductions in order to assist with closing the budget gap of £8.043m in 2018/19 and £8.998m for 2019/20 as set out in the Revenue Budget and Medium Term Financial Strategy 2017/18 to 2019/20 as reported to Cabinet in February 2017.
- 3.35 Directorates were asked to consider how they could manage their capital programme if budgets were reduced by approximately 25% across each year from 2017/18 to 2019/20. The responses were reviewed and the Capital Programme has been reduced based on those responses. The reductions made in 2017/18 is summarised in table 13 below and detailed in appendix 5. The reduction across 2018/19 and 2019/20, and the savings that will be generated from this reductions are captured as part of the Capital Programme 2018/19 to 2020/21 as reported elsewhere on the agenda.

Table 13: 2017/18 In-year Reduction to Capital Programme

Directorate	17.18 Net Budget	In-year reduction	17/18 budget after reduction
	£'000	£'000	£'000
People	20,015	-1,500	18,515
<i>Adult</i>	8,276	-1,500	6,776
<i>Children</i>	11,739	0	11,739
Community	41,202	-131	41,071
<i>Environment</i>	17,028	0	17,028
<i>Culture</i>	2,326	0	2,326
<i>Housing General Fund</i>	21,848	-131	21,717
Resources	33,538	-7,116	26,422
Regeneration	55,771	0	55,771
HRA (Housing Revenue Account)	30,976	0	30,976
Total	181,502	-8,747	172,755

4. CONCILIUM BUSINESS SERVICES

- 4.1 The Quarter 2 forecast currently shows that Concilium Business Services is close to target in achieving the business plan.

5. Legal Implications

- 5.1 Section 151 of the Local Government Act 1972 states that without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 28 of the Local Government Act 2003 imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against budget calculations.
- 5.2 Under the Council's Financial Regulation B48 Additions in year to the Capital Programme up to £500,000 additional capital spending can be approved by Cabinet on specific projects where the expenditure is wholly covered by additional external sources; and the expenditure is in accordance with at least one of the priorities listed in the capital programme; and there are no significant full year revenue budget effects. The additional capital spending agreed by Cabinet in one financial year cannot exceed £2.5million.

6. Equalities

- 6.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 6.2 A public authority must, in the exercise of its functions, have due regard to the need to:
- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- 2.5 Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Tackle prejudice, and
 - b) Promote understanding.
- 6.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as

permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- a) Age
- b) Disability
- c) Gender reassignment
- d) Pregnancy and maternity
- e) Race
- f) Religion or belief
- g) Sex
- h) Sexual orientation
- i) Marriage and Civil partnership

- 6.7 A full equalities impact assessment was completed on the 2017/18 budget when the budget was set by Full Council. Equalities implications are taken into account by individual directorates whilst running services and making decisions to vire money. A full equality impact assessment will be completed on the budget for 2018/19.

7. Financial Implications

Financial matters are integral to the report.

8. Performance Issues

Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Directorate Improvement Boards which consider the financial position alongside performance including key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub-Committee.

The Revenue forecast position at Quarter 2 is showing a balanced position.

For the 2017/18 savings built into the MTFs, the overall position as at Q2 is that 13% of the savings are RAG rated as blue (achieved and banked), 50% green (achievement of saving on track), 21% amber (saving only partially achieved or risks remaining) and 16% red (agreed saving not achievable).

The Capital Programme is projecting a spend of 83% as at quarter 2.

9. Risk Management Implications

The risks to the Council and how they are being managed are set out in the report.

Risks are included on the Directorate risk registers

10. Council Priorities

The Council's vision is:

Working Together to Make a Difference for Harrow

The Council's priorities are:

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

This report deals with Revenue and Capital monitoring which is key to delivering the infrastructure to deliver the Council's priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 27 th November 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 27 th November 2014		

Ward Councillors notified:	NO, as it impacts on all Wards.
EqIA carried out:	NO
EqIA cleared by:	Not applicable

Section 4 - Contact Details and Background Papers

Contact: Sharon Daniels (sharon.daniels@harrow.gov.uk),
Deputy sec151 officer Tel: 020 8424 1332

Background Papers: [..\..\..\BUDGET\Budget 2017-18\February Cabinet\Final report\Final Report Appendices for Daksha\V4 Final Budget Report 070217.doc](#)
[G:\1 Public\Capital programme\2017-18 to 2019-20\February Cabinet\Final February Cabinet\Final version Capital Programme Feb 2017 Cabinet.docx](#)
[G:\1 Public\Capital programme\2017-18 to 2019-20\February Cabinet\Final February Cabinet\Appendix 1 - 16.17 Capital Programme restated V4 18.01.17.xlsx](#)

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

NOT APPLICABLE

[Call-in applies]

Revenue Summary

Appendix 1

	Revised Budget	Outturn	Quarter 2 Variance	Drawdown From Reserve	Quarter 2 Variance After Draw Down from Reserves and Spending Control Freeze Contribution	Quarter 1 Variance After Draw Down from Reserves and Spending Control Freeze Contribution	Budget Movement between Q1 and Q2
	£000	£000	£000	£000	£000	£000	
Resources							
Controllable Budget							
Customer Services	23,611	23,390	● (221)		(221)	(112)	(109)
Business Support	3,597	3,614	● 17		17	7	10
Director of Resources	1,270	1,269	● (1)		(1)	0	(1)
Assurance	558	572	● 14		14	(23)	37
HRD & Shared Services	1,068	1,141	● 73		73	31	42
Procurement & Commercial	322	403	● 81		81	136	(55)
Legal & Governance	2,390	2,471	● 81		81	6	75
Strategic Commissioning	2,166	2,249	● 83	● (109)	(26)	(5)	(21)
Finance	3,157	3,151	● (6)	● 0	(6)	(40)	34
Contribution to spending Freez			● 0		0	0	0
Total Controllable Budget	38,139	38,260	121	(109)	12	0	12
Uncontrollable Budget	(15,115)	(15,115)	● 0		0	0	0
Total Directorate Budget	23,024	23,145	121	(109)	12	0	12
							0
Community							0
Controllable Budget							0
Commissioning & Corporate Estate	(3,467)	(3,053)	● 414	(414)	0	0	0
Environment & Culture	20,818	21,536	● 718	(290)	428	0	428
Directorate Management	227	227	● 0		0	0	0
Housing General Fund	4,476	6,151	● 1,675		1,675	1,675	0
Flexible Homelessness support grant		(1,675)	● (1,675)		(1,675)	(1,675)	0
Contribution to spending Freez			● 0		0	0	0
Total Controllable Budget	22,054	23,186	1,132	(704)	428	0	428
Uncontrollable Budget	14,491	14,491	● 0		0	0	0
Total Directorate Budget	36,545	37,677	1,132	(704)	428	0	428
							0
People							0
Controllable Budget							0
Adult Services	58,197	59,016	● 819	(380)	439	0	439
Public Health	476	476	● 0		0	0	0
Children & Families	29,080	32,610	● 3,530	(353)	3,177	3,560	(383)
Management control		(176)	● (176)		(176)	0	(176)
Total Controllable Budget	87,753	91,926	4,173	(733)	3,440	3,560	(120)
Uncontrollable Budget	15,810	15,810	● 0		0	0	0
Total Directorate Budget	103,563	107,736	4,173	(733)	3,440	3,560	(120)
							0
Regeneration							0
Economic Development & Research	613	693	● 80	(80)	0	0	0
Planning	384	414	● 30	(30)	0	0	0
Regeneration Programme	(350)	468	● 818	(818)	0	0	0
Sec 106		0	● 0		0	0	0
Contribution to spending Freez			● 0		0	0	0
Total Controllable Budget	647	1,575	928	(928)	0	0	0
Uncontrollable Budget	1,083	1,083	● 0		0	0	0
Total Directorate Budget	1,730	2,658	928	(928)	0	0	0
							0
Total Directorate Budgets	164,862	171,216	6,354	(2,474)	3,880	3,560	320
Corporate Items Including Levies	5,610	5,610	● 0		0	0	0
Corporate Contingency	1,248	1,248	● 0		0	0	0
Reserves and Provisions Including Other Grants	(3,877)	(5,598)	● (1,721)		(1,721)	(1,401)	(320)
Use of Capital Receipts	(3,039)	(3,039)	● 0		0	0	0
Other Income		(834)	● (834)		(834)	(834)	0
Spending Controls Freez		(1,325)	● (1,325)		(1,325)	(1,325)	0
Total Budget Requirement	164,804	167,278	2,474	(2,474)	0	0	0

Tracker

Appendix 2

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
Resources									
							-		
RES_01	Customer Services and IT	Increase Helpline Income Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.		80	100	100	280	Green	Achivement of savings on track
RES_13	Customer Services and IT	Technology and Transformation Services Reduce level of support on SAP.		64	-	-	64	Blue	Savings acheived and banked
RES_CS_06	Customer Services and IT	Assumed savings from the completion of the roll out of universal credit and the opportunity this provides to simplify the CTS scheme.			300		300	Purple	Future year, still in development.
RES_14	Procurement / HR	Early re-procurement of Agency Staff Contract		150			150	Amber	This will be achieved through i) lower agency costs from Per Temps (through use of YPO contract which has lower rates) - these costs need to flow through to the central budegt from Per Temps rather than being passed on to Service areas (Munira dealing) and ii) rebate from YPO resulting from Harrow being an associate Member of YPO NB this amount will flow through to Harrow 18 months after commencement date. The estimated £130K income from YPO will therefore need to be raised as an outstanding asset as at 31/3/18.
RES_15	Procurement / HR	Re-procurement of Occupational Health contract delivering an overall cheaper pricing model on the service.		24			24	Blue	Savings achived and banked
RES_HR_01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development		140	110		250	Blue	Savings achived and banked
RES_HR_03	HR	Organisational Development - Review existing shared OD service provision		155			155	Blue	Savings acheived and banked
RES_CP_01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.		(19)	29	0	10	Green	See below
RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.		201	151		352	Green	2017/18 target has been delivered. New Divisional Director has been apprised of savings target of £180K by 1/4/18 and provided with suggestions as to how this might
RES_16	Strategic Commissioning	VCS funding - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet report.		110	57	50	217	Green	Savings on track for delivery.
RES_17a	Strategic Commissioning	Member Development Reducing the frequency in spend of the member development budget.		26	-		26	Blue	Savings acheived and banked
RES_SC_01	Strategic Commissioning	Income from Communications Through Gain Share Model		25	13		38	Amber	Plans being brought together, which at this point are targeting £135k for 2017/18.
RES_SC_02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings			107		107	Purple	Future year, still in development.
RES_SC_03	Strategic Commissioning	Alternative Funding of domestic violence budget		21	61		82	Green	External funding secured for 2017/18 and 2018/19.
RES_SC_04	Strategic Commissioning	Proposed savings in Health watch Funding			50		50	Purple	Future year, still in development.
RES_SC_05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income		20	20		40	Amber	Income on-track on basis of last years' performance. However, schools budgets are being put under more pressure so this is not guaranteed at this stage. Exploring joint marketing opportunities with Bucks CC.
RES_SC_06	Strategic Commissioning	Commissioning Capacity in the Council		10	50		60	Blue	Savings acheived and banked

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
RES16	Strategic Commissioning	Retender of the Communications Service to take account of reductions in spend phased in the following way: 2015/16 - 20% reduction, 2016/17 - 10% reduction, 2017/18 - 10% reduction.		57			57	Red	The saving has not been delivered and will be reviewed in the light of the service being brought back in-house. However, for the current year the Division will deliver the required saving within its overall budget
RES_10	Legal	Political Office Support Councillors are supported by a variety of administrative arrangements. The proposal reduces the amount allocated to each member /group office.		100			100	Blue	Savings acheived and banked
RES_LG_04	Legal & Governance	Expansion of the Legal Practice		210	210		420	Green	Achivement of savings on track
RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business		144	144		288	Green	Achivement of savings on track
RES 18	Finance	Finance - 'Insurance Savings from re-tendering of Insurance contract.		50			50	Green	Achivement of savings on track
RES_F0_2	Finance & Assurance	Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)		595	625		1,220	Blue	Savings acheived and banked
RES_F0_3b	Finance & Assurance	Audit and Fraud - deletion of Fraud Investigation Officer post		15			15	Green	Achivement of savings on track
RES_F0_4	Finance & Assurance	Investment Portfolio		350	350		700	Green	Achivement of savings on track
		Total Resources excluding Business Support		2,528	2,377	150	5,055		
Business							£0		
BSS_02	Business Support	PA Support The creation of a new Central PA Hub to support the Chief Executive, Corporate Directors and Directors offering a fixed catalogue of services.		100			100	Green	Achivement of savings on track
BSS_07	Business Support	Community Hub A reorganisation of the Community hub will re-allocate a prioritised workload over a smaller team.		20			20	Green	Achivement of savings on track
		Total Business Support		120	-	-	120		
		sub - Resources Total		2,648	2,377	150	5,175		
BSS 01	BSS	Reversal of saving - 'A thorough review of Business Support has been undertaken in the last year, as a result of which over £1m of savings have been identified that are being delivered. However it has been decided that further reduction in these areas are not appropriate, and therefore savings proposed in previous budgets will not be progressed and need to be reversed. This is reversing the 2017/18 and 2018/19 savings.		(557)			(557)	Blue	Savings acheived and banked
RES_LG_05	Legal & Governance	Delayed implementation of land charges transfer of service		(250)	(250)		(500)	Blue	Savings acheived and banked
		Resources Total		1,841	2,127	150	4,118		
People Services									
Adults									
PA_01	Adults	Voluntary Sector - cessation of all services other than those required under the Care Act. There is a separate cabinet report to the December 2016 cabinet in respect of this saving.		420			420	Amber	Shortfall of £35k, following consultation delay, will be mitigated by ASC grant.
PA_03	Adults	Commissioning - Cessation of Adults commissioning function (2.6FTE) from People's commissioning team resulting in spot purchasing only, and limited strategic commissioning for the Adult's services.		187			187	Red	Saving will not be achieved in 2017-18 due to a delay in implementation. Staff are not expected to leave until October. Residual staffing costs amount to £103k and redundancy and pension strain costs amount to £218k. Full saving will be achieved in 2018-19.
PA_04	Adults	Management - further reduction in strategic management function, reducing by 1FTE (Head of Service) from 4FTE down to 3FTE i.e.; DASS plus 2 Heads of Service		127			127	Blue	Post vacant since July 2016

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFs £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
PA_05	Adults	Contracts & Admin - in line with the voluntary sector proposals and move to personalisation model, the function of this team (4FTE) will be deleted. Any residual duties will be accommodated within already stretched social work teams.		161			161	Blue	Post holders left the Council's employment February 2017.
PA_06	Adults	Reduce Safeguarding Quality Assurance Team - Deletion of 2 FTE – reduction in ability to visit all 750 Community Providers and over 300 Care Homes in the year and respond to safeguarding alerts.		112			112	Blue	Vacant posts, previously covered by agency staff, now deleted
PA_08	Adults	Reduce Occupational Therapy Team - Deletion of 4FTE – will increase the current 6 month waiting list with more vulnerable people delayed in hospital, and an increased number of vulnerable people placed unnecessarily in costly residential and nursing units		113			113	Blue	Vacant posts, previously covered by agency staff, now deleted
PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFs period		69	56		125	Amber	Risk that additional commercial income may not be achieved
PA_4	Adults	Milmans Community tender		175	184		359	Amber	£78k Achieved. £97k is being mitigated via budget realignments within Adults Services.
PA_6A	Adults	Vaughan NRC - service review to identify efficiencies in supporting the most complex		100			100	Green	On target to be achieved
PA_9	Adults	Sancroft - contract management and service renegotiation		334			334	Red	Superseded by local authority traded service operating from Sancroft under project Phoenix. Expected to deliver £640k in a full year (after capital financing costs) and will increase with any dividend (after company expenses). Shortfall in 2017/18 (representing part year commencement) is assumed to be mitigated by ASC grant.
PA_10A	Adults	Transport - review transport provision		200	350		550	Red	Saving will not be achieved in 2017/18 as efficiencies planned against routes are unlikely to be achieved. The pressure will be mitigated through base budget realignment
PA_11A	Adults	MOW/Catering Service - review of service		65			65	Blue	Savings achieved and banked
PA_14	Adults	Shared Lives - commercialisation through selling model to neighbouring boroughs.		150			150	Red	Saving will not be achieved in 2017-18 as target commercial income is unlikely to be achieved. Pressure is to be mitigated through base budget re-alignment.
PA_15	Adults	Bedford House / Roxborough Park - review provision within Bedford House. £650k less £400k reversed as part of 17.18 Budge setting.		250			250	Amber	Shortfall due to building planning and procurement requirements and processes (after assuming redundancy costs funded centrally) which will be mitigated through wider variations.
PA_16	Adults	7 Kenton Road - review provision through supporting living and shared lives		228			228	Green	CQC de-registration confirmed, on target to be achieved
PA_26	Adults	My Community ePurse - commercialisation of My Community ePurse - Rephased.			1,000	600	1,600	Purple	Future year, still in development.
PA_27	Adults	Re-phasing - add in new phasing			998	1,250	2,248	Purple	Future year, still in development.
PA_28	Adults	Community Wrap - explore new commercialisation opportunities			640		640	Purple	Future year, still in development.
PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities				2,250	2,250	Purple	Future year, still in development.
		Total Adult		2,691	3,228	4,100	10,019		
Childrens									
PC_S05	Education Services	Virtual School Transfer funding for 1fte PEP Co-ordinator and 0.88fte Education Welfare Officer to external grant funding		90			90	Green	Saving is being closely monitored throughout the financial year.
PC_S06	Children & Young People	Children & Young People Services Additional Savings Reduction 1.3fte posts and cessation of procurement contract		165			165	Green	The savings are currently on track to be delivered as related contractual and staffing spend has ceased. The £20k reduction in relation to the Local Safeguarding Children's Board is being delivered by a reduction to the Council's contribution to the learning review and serious case review.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service			223		223	Purple	Future year, still in development.
PC13	Children & Young People	Early Intervention & Youth Development Integration and restructure of childrens centres, early intervention and youth development service		266			266	Green	Saving is currently on track to be achieved. There are some residual costs relating to staff whose redundancies are taking place between April and August 2017 which are being offset by holding a number of posts vacant in year.
PC14	Children & Young People	Review of Adoption Contract			86		86	Purple	Future year, still in development.
PC15	Children & Young People	Review of posts in MASH			100		100	Purple	Future year, still in development.
PC16	Children & Young People	Review of posts in Family Information Service			61		61	Purple	Future year, still in development.
PC17	Children & Young People	Review of posts in Access to Resources			57		57	Purple	Future year, still in development.
PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams			173		173	Purple	Future year, still in development.
PC24	Education & Commissioning	Enhancing Achievement within Education Strategy Post should be 75% funded by grant management fees from April 2016, post holder redundant from August 2016		8			8	Blue	Post holder left in August 2016 and post deleted from costed establishment.
PC28	Cross Service	Non-pay inflation		150	150	150	450	Blue	Funding retained centrally and therefore not included in 2017/18 budgets.
PC33	Special Needs Service	Review of Special Educational Needs Transport		257			257	Blue	Saving reversed through growth - see PC 33 below.
PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement.			248		248	Purple	Future year, still in development.
PC38	Children & Young People	Review of Children Looked After & Placements Service.			1,000		1,000	Purple	Future year, still in development.
PC42	Special Needs Service	Review of Special Needs Service £1,164m ('Reversal of Savings - Special Educational Needs Placements In respect of PC41 approved February 2016. New funding regulations mean there will no longer be flexibility to further charge these costs to grant £651k)			513		513	Purple	Future year, still in development.
Total Childrens Services				936	2,611	150	3,697		
PC33	Special Needs Service			(514)			(514)	Blue	Reversal of saving. See PC 33 above
				422	2,611	150	3,183		
Public Health									
PH	PH	Reduction in wider health improvement function.	-	107			107	Blue	Savings acheived and banked
PH	PH	Reversal of Public Health wide growth to deal with small projects.	-	60			60	Blue	Savings acheived and banked
PH_01	PH	Wider Health Improvement - bring forward approved 2018/19 savings in relation to wider determinants of health to 2017/18. Warmer Homes £50k retained until 2018/19.		96	(96)		-	Green	On target to be achieved
PH_02	PH	Wider Health Improvement - breast feeding - saving scheduled for 2018/19 to allow service to develop alternative model.			65		65	Purple	Future year, still in development.
PH_3	PH	Contract Efficiencies within Health Visiting contract		105			105	Green	On target to be achieved
PH_5	PH	Tobacco Control & Smoking Cessation - reduction of service		279			279	Blue	Post holders left the Council's employment March 2017.
PH_9	PH	Health intelligence & Knowledge - reduction in staff costs		48			48	Green	On target to be achieved
PH_10	PH	Staffing & Support - reduction in budget & deletion of additional procurement support		30			30	Green	On target to be achieved
PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)			1,500		1,500	Purple	Future year, still in development.
PH_12	PH	Reduction to service - staffing reductions			795		795	Purple	Future year, still in development.
Total Public Health				725	2,264	-	2,989		
People Total				3,838	8,103	4,250	16,191		

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
Community									
Community and									
COM_S01	Commissioning & Commercial	Commercial projects under Project Phoenix - The Revenue Maximisation business case has identified commercial opportunities in parking, waste services, events, advertising and increased rental income. Implementation Costs: Projects will start during 16/17, and it is anticipated that implementation costs can be met from income raised in 16/17 achieving a break-even position.	1,640	520			520	Green	The projects under Revenue Maximisation business case are being implemented. On track of delivering the saving target this year.
COM	Commissioning & Commercial	Income from expansion of Central Depot		68	239	246	553	Green	Although new income streams can only be expected following the completion of depot redevelopment, the saving target allocated this year will be met from central depot leases already negotiated.
COM_S04	Environment & Culture	Sports & Physical Activity - 2 options: either cease all activities or seek alternative funding to meet the costs including the use of S106 funding and/or funding the post by working together with other funding partners.	-	48			48	Green	100% of salary of Sports Development Co-ordinator post in 2017-18 to be assigned to S106 Bannister Sports Centre funding for project support for delivery of the improvements.
COM_S13	Commissioning & Commercial	Additional cost recovery in Network Management - Additional cost recovery from street works by having better use of traffic orders to manage street works	30	50			50	Green	On track to be achieved.
COM_S08	Environment & Culture	Phase 2 of Environment & Culture Review - Regulatory Services Review of Enforcement functions across the Division and the Council. Revised approach to prioritise commercial / cost recovery generating work and health and safety issues and to undertake all other services at minimum standards meeting the minimum level of Food Standards Agency and other regimes.	320		200		200	Purple	Future year saving in development
COM_S12	Environment & Culture	Route Optimisation on food waste collection	-	-	150		150	Purple	Future year saving in development
COM_S11	All	Reduce staff training, stationery and conference budgets across the directorate	-	68			68	Green	Achieved. In year one off savings offered in 16-17 now become reductions on an on-going basis.
COM_S10	Commissioning & Commercial Division	Neighbourhood Investment Scheme (NIS) - cease funding. This is already an agreed MTFS saving for 18/19. This proposal is to bring forward the saving to 17/18.	210	210	(210)		-	Green	No programmed NIS expenditure in 17/18.
CE_5	Directorate Wide	Reduction of supplies & services budget		50	50		100	Blue	Savings achieved and banked
CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.		34	34		68	Green	This will be achieved as part of division-wide restructure due to be completed in 17/18.
CE_9	ESD - Public Protection	Efficiencies arising from Selective Licensing - Through full cost recovery and reduction in failure demand.		35			35	Amber	The target set for Selective Licensing was ambitious and is reliant on other Wards coming on board. South Harrow will be consulted on which should address this but staffing resources remain tight (being reviewed as part of an enforcement review)
CE_10.2	ESD - Management	Management savings Savings on a management post across the Environmental Service Delivery division.		75			75	Green	This is achieved as part of Phase 1 of the division-wide restructure. One Head of Service post is deleted.
E&E_18	Directorate wide	Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions - Delete one performance management officer post and a cemetery superintendent post as of 31 March 2015. In addition, further efficiencies to be achieved in Environmental Services Delivery and Commissioning Divisions in 17/18.		30	50		80	Green	This will be achieved as part of division-wide restructure due to be completed in 17/18.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
E&E_20	Directorate-wide	Contractual/commissioned/SLA savings - To seek maximum value in savings from existing contracts, Service Level Agreements and all services commissioned, from third parties by re-negotiating terms that will yield cashable savings. To secure on-going cashable benefits from gain share and third party income arrangements.		200			200	Green	Income from the shared Special Need Transport service with Brent and the Service Level Agreement with Barnet for the use of Central Depot will contribute towards achieving this saving target in 17/18.
CE_12	Commissioning Services	Project Phoenix - Commercialisation projects		0	1,525		1,525	Purple	The implementation of business cases approved to date will achieve the overall 3-year targets.
CE_14	Commissioning Services	Highways Services - revenue savings on utilities and maintenance costs due to acceleration of the Street Lighting replacement programme and extension of the variable lighting regime.		10			10	Green	Included in 17/18 budget, completed.
CE_15	Commissioning Services	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.		20	20		40	Green	Included in 17/18 budget as a reduction against highways reactive maintenance, changes for 18/19 will be achieved in the same way. This is deliverable but the highways reactive maintenance budget will be severely reduced and require far greater capitalisation of minor works (where appropriate) in order to achieve service standards.
CE_16	Commissioning Services	Staff efficiencies in Parking and Network Teams - reduction in team leader and inspector posts. Staff consultation completed in June 15. The reduction in posts will be phased over the next 2 years to ensure minimal impact on service level.		80	20		100	Green	Restructure completed.
CE_17	Commissioning Services	General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including capitalisation of senior contracts officer post, removal of some supplies & services budget.		9	80		89	Green	17/18 target achieved by reducing Supplies & Services budget
CE_18	Commissioning Services	Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.		20	20		40	Green	Council services are being actively marketed to schools by Business & Commercial team. Additional SLAs from schools will achieve this year's target.
CE_19	Commissioning Services	Road safety officer post - externally funded by Transport for London (TfL)		40			40	Green	Income target realigned as part of the budget build process.
CE_20	Commissioning Services	Further contract efficiencies following the re-procurement of Facilities Management contract.		80			80	Green	To secure reduced costs through gain share mechanism on commercial opportunities / back office efficiencies.
E&E_01	Commissioning Services	Trading Standards - Further cost reduction in Trading Standards service by re-negotiating the Service Level Agreement with London Borough of Brent		40			40	Green	SLA is being re-negotiated with Brent. More collaborative approach of work to maximise Proceed Of Crime Act income.
E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - Deletion of 3 posts		86			86	Green	Achieved. Relates to the deletion of 2 vacant posts as part of staffing efficiencies.
E&E_06	Commissioning Services - Facilities Mgt	Reduction in Facilities Management costs - reduce the controllable budget by 20% in the first 2 years through re-structuring and changing ways of service delivery and a further 5% over Years 3 & 4 through additional efficiencies post re-structuring. Consultation with staff already underway and it is proposed to delete 8 posts, 3 of these are currently vacant.		44	22		66	Green	Restructure completed and salaries budgets have been realigned.
E&E_08	Commissioning Services - Highway Services	Reduce highways maintenance budget - Changes to the response times on non urgent works i.e. respond to these in 48 hours instead of existing 24 hours.		45			45	Green	Included in 17/18 budget, completed.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
E&E_09	Commissioning Services - Highways	Highways Contract - Extend the scope of the Highways Contract to include scheme design and / or inspection services when the contract is re-procured (current contract will expire in 16/17).		120	120		240	Green	Included in 17/18 budget as a reduction against highways reactive maintenance, changes for 18/19 will be achieved in the same way. This is deliverable but the highways reactive maintenance budget will be severely reduced and require far greater capitalisation of minor works (where appropriate) in order to achieve service standards.
E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects		50	50		100	Green	Included in 17/18 budget as additional income, changes for 18/19 will be achieved in the same way. This will increase recharges to capital up to 82% of total staff costs in 18/19.
E&E_11	Commissioning Services - Network Mgt	Additional income - from street works		10			10	Green	On track to be achieved.
E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.		10	12		22	Green	The energy consumption has been reduced following the street lighting investment as part of capital programme. The financial saving is achieved, however has been outstripped by the increase in energy inflation, resulting in a net (smaller) increase in energy costs.
E&E_13	Commissioning Services - Street Lighting and Drainage	Street lighting and Drainage budgets - capital investment allows for lower maintenance costs		40			40	Green	Included in 17/18 budget and completed. The budget reduction has placed extreme pressure on the services even though this has been mitigated by capital investment, work programmes are prioritised and limited to budget.
E&E_14	Commissioning Services - Winter Gritting	Reduction in winter gritting budgets - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service			10		10	Purple	Deliverable in 18/19 if there is a mild winter but not if there is a harsh winter. Subject to winter weather conditions because a pay as you go system has been introduced from 16/17
CE_21	NIS	Neighbourhood Investment Scheme (NIS) - a base budget of £210K is available for all 21 wards. A one-off saving has been offered as part of the early year saving. It is now proposed that the full budget is removed from 16/17 onwards.			210		210	Purple	This saving has been achieved early in 2017-18 [see COM-S10]
CC_2	C&C	Library Strategy Phase 2 - delivery of network of libraries and library regeneration		108	209		317	Amber	As re-provision of libraries (in particular the Town Centre Library) will not now be completed by 2018-19. Carillion has been asked to identify savings from reducing opening hours. Potential savings from 2 options to be provided by Carillion in due course and will be reviewed by officers.
CC_4	C&C	Arts & Heritage - delivery of business plan (reallocation of savings based on Cabinet report May 2015)		282			282	Green	Saving reversed.
CHW12	C&C	Redevelopment Harrow Leisure Centre Site. This will need to link with Regeneration Programme. 17/18 saving is expected to be met from one-off income through the improvement to playing pitches at Bannister Sports Centre.		100			100	Red	The redevelopment Of Harrow Leisure Centre will not now be completed until 2020-21 at the earliest. It is now not possible to offset this in 2017-18 from a one off income through the improvement of playing pitches at Bannister Sports Centre due to the level of pitch specification required by Sport England.
		Total Community & Culture		2,582	2,811	246	5,639		

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
CC_4	C&C	Arts & Heritage Services - Total saving in the original MTFS proposal in relation to the proposed transfer of the services to Cultura London was £455k (£173k of which was profiled in 16/17). At this stage the service remains in-house, subject to any further decisions regarding the future of the arts centre and therefore at this stage the saving is being reversed. Should this position change, adjustments would be made to the MTFS and be reflected in the Final Budget report.		(455)			(455)	Green	A Cultural Strategy is being developed to help inform decisions regarding future cultural provision in Harrow.
				2,127	2,811	246	5,184		
							-		
Housing									
							-		
COM_S09	Housing	Supporting People - savings from contract renegotiation and/or review of service delivery	60	50			50	Green	Savings achieved. Contracts include savings
COM_S02	Housing	Home Improvement Agency - increase in fee income as a result of increased capital expenditure on Disabled Facilities Grants - savings are conditional on capital budget increases being approved with additional amounts being administered by HIA.	120	100			100	Green	Savings achieved but assumes adequate referral rate from Adult Services throughout financial year 2017-18
COM_G05	Housing	Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) - Purchase of a further 50 homes for use as TA to reduce pressure on B&B.	304	254	469	225	948	Red	Delays in the programme mean the savings will slip.
COM	Housing	Homelessness Invest to save - Reduction in expenditure resulting from work undertaken by temporary additional staff resources taken on to undertake additional prevention work, local procurement of properties and arears recovery.		494			494	Green	Staff have been recruited for homelessness prevention resulting in lower expenditure in accomodating homeless families
CH_3	HGF	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation		25			25	Green	To be achieved by alternative means : capitalisation of expenditure and funding through DFG which is permitted under the terms and condition of the grant.
CH_4	HGF	Supporting People - Sheltered Housing floating support - savings assumed to result from contract renegotiation or review of service delivery.		60			60	Green	This is reflected in Supporting People contracts
CH_7	HGF	Watkins House - Options review £100k (This is a 16/17 savings , full Reversal of savings was agreed in 17/18 however £25k was approved as growth in 16/17 hence the £25k net savings in 17/18)		25	0		25	Green	Salaries budget moved to Adults, non salaries budgets remain on Housing General Fund.
CH_9	HGF	Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.		31	(2)	42	71	Amber	Savigns will be partially acheived.
CH_9	HGF	Additional income - 'Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.		770	355	(4)	1,121	Amber	Savigns will be partially acheived.
CH_10	HGF	Home Improvement Agency - savings arising from a combination of reducing the service and increasing the charge to the HRA in respect of the Occupational Therapist service		130			130	Green	Assumes adequate referral rate for Adult Services throughout financial year 2017-18
		Total Housing		1,939	822	263	3,024		
		Community Total		4,066	3,633	509	8,208		
							-		
Regeneration									
REP_S01	Development Control	Planning income - Increase of pre-application charges to a competitive level (subject to the approval as part of annual F&C review process)	100	20			20	Green	On track to be achieved.
REP_S03	Economic Development	Economic Development & Regeneration – Reduction in activity to support economic development and regeneration	-	27			27	Green	Savings in revenue budget and staffing budget have been made.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	Total Savings in Current MTFS £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Rag rating	Comment
E&E_36	Planning - Development Mgt	Planning Fees: following an increase in 2013, the government may increase the statutory planning fees at some point over the next four years		100			100	Amber	In Feb 2017, a proposed 20% increase in planning fees was announced by the DCLG for implementation in the summer. However this has been delayed by the call for a General Election. We are awaiting further updates post-election to confirm when and/or if the increase will be implemented.
		Regeneration Total		147	-	-	147		
PO 03	Pan Organisation	Regeneration - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.		350	2,000	0	2,350	Red	Rental income from property portfolio not expected to be achieved 2017-18, however scheme on track to deliver saving later on MTFS
		Total Savings		10,241	15,863	4,909	31,014		

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Draw Down From /Contribution To Reserves

Appendix 3

	TPIF	Redundancy	MRP	Commercialisation	Total
Resources	£000	£000	£000		
Domestic Violence	109				
	109	0	0		109
Community					
Flytip squad (Night rider)	100				
CA site traffic management	77				
North Harrow Library transfer to voluntary group	14				
Loss of car parking income as a result of regeneration activity			164		
Redundancy		212			
Sancroft	120				
Business and Commercialisation Team					
Loss of car parking income as a result of regeneration activity			-10		
Redundancy		17			
Redundancy		-7			
Canning Road [car wash]			19		
Redundancy		-2			
	311	220	173		704
People					
Adult					
Project Infinity				50	
Redundancy		330			
	0	330	0	50	380
Children					
SEN Transport	38				
Redundancy		315			
	38	315	0		353
Regeneration					
Food Strategy	80				
Enforcement	30				
Council Regen programme : MRP, forecast spend Qtr 1 £667k therefore this is amount assumed to be drawn down			818		
David Booth Salary					
	110	0	818		928
Total	568	865	991	50	2474

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**Capital Programme as at 30th
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Appendix 4

Project Definition	Original Programme	Brought Forward	Virement	Other Adjustment (Additional/Reduction)	Externally Funded (E)	Harrow Funded (B)	TOTAL BUDGET	Forecast Outturn	Forecast Variance	Slippage	Over/Underspend
MOSAIC Implementation - Adults & Children's Services	0	272,306	0	0	0	272,306	272,306	422,306	150,000	0	150,000
Adults Personal Social Services - Community Capacity Grant	0	0	0	0	0	0	0	0	0	0	0
Capital Strategic Reviews	0	284,330	0	0	0	284,330	284,330	284,330	0	0	0
Reform Of Social Care Funding	0	0	0	0	0	0	0	0	0	0	0
Integrated Health Model	0	84,925	0	0	15,081	69,844	84,925	34,925	-50,000	0	-50,000
Milman's Day Centre - Remodeling and Refurbishment	0	0	0	0	0	0	0	0	0	0	0
Maintenance of Adults Properties	0	149,000	0	0	49,000	100,000	149,000	149,000	0	0	0
Project Infinity	2,000,000	0	0	-1,500,000	0	500,000	500,000	500,000	0	0	0
In-House Residential	100,000	100,000	0	0	0	200,000	200,000	100,000	-100,000	0	-100,000
Sancroft Care Home	5,100,000	0	0	1,452,000	1,452,000	5,100,000	6,552,000	6,552,000	0	0	0
MOSAIC Pilot	250,000	0	0	0	0	250,000	250,000	250,000	0	0	0
Totals Adult	7,450,000	890,561	0	-48,000	1,516,081	6,776,480	8,292,561	8,292,561	0	0	0
School Amalgamation	0	599,914	0	0	599,914	0	599,914	599,914	0	0	0
Bulge Classes	150,000	137,635	0	0	137,635	150,000	287,635	85,163	-202,472	202,472	0
Schools Capital Maintenance	1,350,000	1,931,385	0	0	3,281,385	0	3,281,385	3,281,385	0	0	0
Devolved Formula Non VA Schools	0	53,243	0	0	53,243	0	53,243	53,243	0	0	0
Secondary Expansions	2,625,000	2,017,420	0	0	-607,580	5,250,000	4,642,420	1,492,420	-3,150,000	3,150,000	0
SEN Provision	1,560,000	4,505,093	1,000,000	-4,200,000	617,000	2,248,093	2,865,093	2,865,093	0	0	0
Schools Expansion Programme - Phase 1	0	219,543	0	-214,000	5,543	0	5,543	5,543	0	0	0
Schools Expansion Programme - Phase 2	0	2,928,688	0	0	2,611,073	317,615	2,928,688	2,928,688	0	0	0
Schools Expansion Programme - Phase 3	3,180,000	6,489,645	0	0	6,639,645	3,030,000	9,669,645	5,769,645	-3,900,000	3,900,000	0
Schools Expansion Programme - Phase 4	1,000,000	0	-1,000,000	0	0	0	0	0	0	0	0
Free School Meals	0	6,279	0	0	6,279	0	6,279	6,279	0	0	0
Whitmore School	0	11,301	0	-11,301	0	0	0	0	0	0	0
Hatch End MUGA	0	0	0	0	0	0	0	0	0	0	0
Short Breaks	0	0	0	32,000	32,000	0	32,000	32,000	0	0	0
Childrens IT Development	0	742,869	0	0	0	742,869	742,869	242,869	-500,000	500,000	0
Total School and Children	9,865,000	19,643,015	0	-4,393,301	13,376,137	11,738,577	25,114,714	17,362,242	-7,752,472	7,752,472	0
TOTAL PEOPLE	17,315,000	20,533,576	0	-4,441,301	14,892,218	18,515,057	33,407,275	25,654,803	-7,752,472	7,752,472	0

**Capital Programme as at 30th
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Project Definition	Original Programme	Brought Forward	Virement	Other Adjustment (Additional/Reduction)	Externally Funded (E)	Harrow Funded (B)	TOTAL BUDGET	Forecast Outturn	Forecast Variance	Slippage	Over/Underspend
Enviroment											
Carbon Reduction Programme	300,000	-210,000	0	0	0	90,000	90,000	90,000	0	0	0
Carbon Reduction - Schools	0	0	0	69,000	69,000	0	69,000	69,000	0	0	0
Car Parks Infrastructure	20,000	4,035	0	0	0	24,035	24,035	24,035	0	0	0
City Farm/Pinner Park Farm	0	90,789	0	0	0	90,789	90,789	90,789	0	0	0
Corporate Accommodation Maintenance	255,000	0	0	0	0	255,000	255,000	255,000	0	0	0
Harrow On Hill Station	12,000,000	0	0	-12,000,000	0	0	0	0	0	0	0
High Priority Plan Maintenance Corporate Property	400,000	-101,670	0	0	0	298,330	298,330	298,330	0	0	0
Highway Drainage Improvements & Flood Defence Infrastructure	500,000	0	0	339,000	339,000	500,000	839,000	839,000	0	0	0
Highway Improvement Programme	6,900,000	-113,288	0	0	2,400,000	4,386,712	6,786,712	6,786,712	0	0	0
Parking Management Programme	300,000	6,139	0	0	0	306,139	306,139	306,139	0	0	0
Waste and Recycling	200,000	0	0	0	0	200,000	200,000	200,000	0	0	0
Section 106 Schemes for Highways	0	0	0	30,000	30,000	0	30,000	30,000	0	0	0
Street Lighting Improvement Programme	3,000,000	86,761	0	0	0	3,086,761	3,086,761	3,086,761	0	0	0
TfL Principal Roads	0	0	659,000	0	659,000	0	659,000	659,000	0	0	0
TfL Transport Capital	2,000,000	-50,269	-659,000	360,000	1,650,731	0	1,650,731	1,650,731	0	0	0
Trade Waste	200,000	57,100	0	0	0	257,100	257,100	257,100	0	0	0
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0	0
Harrow Green Grid	150,000	60,459	0	0	0	210,459	210,459	210,459	0	0	0
CCTV cameras and equipment at the depot	150,000	0	0	0	0	150,000	150,000	150,000	0	0	0
Parks Infrastructure	875,000	-126,992	0	0	0	748,008	748,008	748,008	0	0	0
Parks Litter Bins	65,000	0	0	0	0	65,000	65,000	65,000	0	0	0
Green Gym	50,000	0	0	0	0	50,000	50,000	50,000	0	0	0
Street Litter Bins	300,000	0	0	0	0	300,000	300,000	300,000	0	0	0
Redevelopment of Vernon	750,000	0	0	0	0	750,000	750,000	25,000	-725,000	725,000	0
Depot redevelopment	5,260,000	0	0	0	0	5,260,000	5,260,000	5,260,000	0	0	0
Total Enviroment	33,675,000	-296,936	0	-11,202,000	5,147,731	17,028,333	22,176,064	21,451,064	-725,000	725,000	0
Housing											
Disabled Facilities Grants	2,030,000	0	0	500,000	1,680,000	850,000	2,530,000	2,530,000	0	0	0
Empty Property Grant	480,000	307,310	0	-113,000	0	674,310	674,310	578,166	-96,144	59,144	-37,000

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Improvement grant	70,000	128,290	0	-18,000	0	180,290	180,290	114,460	-65,830	0	-65,830
Housing Property Purchase - 100 Homes	7,500,000	3,512,137	0	0	0	11,012,137	11,012,137	11,477,967	465,830	-465,830	0
Housing Property Purchase - 50 Homes	9,000,000	0	0	0	0	9,000,000	9,000,000	0	-9,000,000	9,000,000	0
Total Housing	19,080,000	3,947,737	0	369,000	1,680,000	21,716,737	23,396,737	14,700,593	-8,696,144	8,593,314	-102,830
Culture											
Sec 106 Banister Sport Pitch	50,000	39,875	0	0	89,875	0	89,875	89,875	0	0	0
Harrow Arts Centre	1,470,000	0	-1,000,000	0	0	470,000	470,000	470,000	0	0	0
Sports & Leisure Sho	0	0	0	0	0	0	0	0	0	0	0
Headstone Manor	806,000	1,010,083	0	0	1,246,083	570,000	1,816,083	1,816,083	0	0	0
HAC/Museum - ICT	0	0	0	0	0	0	0	0	0	0	0
Central Library Refit/Refurbishment	0	0	0	0	0	0	0	0	0	0	0
Libraries and Leisure Capital Infrastructure	150,000	135,973	0	7,000	7,000	285,973	292,973	292,973	0	0	0
Total Culture	2,476,000	1,185,931	-1,000,000	7,000	1,342,958	1,325,973	2,668,931	2,668,931	0	0	0
Total Community	55,231,000	4,836,732	-1,000,000	-10,826,000	8,170,689	40,071,043	48,241,732	38,820,588	-9,421,144	9,318,314	-102,830
BTP - Public Realms	0	639,313	0	-639,313	0	0	0	0	0	0	0
Capital cost of transition and transformation of ICT service	999,000	2,005,433	0	-1,201,465	0	1,802,968	1,802,968	2,014,856	211,888	0	211,888
ITO Transformation	0	117,919	0	-101,900	0	16,019	16,019	16,019	0	0	0
Web Upgrade Project	0	25,291	0	-25,291	0	0	0	25,291	25,291	0	25,291
SAP: Financial Leger/Systems Control Implimentation	0	0	0	0	0	0	0	0	0	0	0
BTP - IT BTP Refresh	0	206,451	120,000	0	0	326,451	326,451	326,451	0	0	0
BTP - Mobile & Flex	0	721,320	0	-721,320	0	0	0	0	0	0	0
ICT Infrastructure & Corporate Applications	0	85,909	0	-9,809	0	76,100	76,100	76,100	0	0	0
IT Corporate System Refresh	0	750,107	0	-318,321	0	431,786	431,786	431,786	0	0	0
LAA Performance Reward Grant	0	88,788	0	0	0	88,788	88,788	88,788	0	0	0
Loan Payment - Capital	0	225,358	0	0	0	225,358	225,358	0	-225,358	0	-225,358
Ongoing refresh & enhancement of ICT	2,000,000	1,956,372	0	901,106	0	4,857,478	4,857,478	3,223,039	-1,634,439	0	-1,634,439
Small Schemes (Council wide)	0	5,851,726	880,000	0	0	6,731,726	6,731,726	6,731,726	0	0	0
FM Minor Work	0	500,000	0	0	0	500,000	500,000	500,000	0	0	0

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Appendix 4

Project Definition	Original Programme	Brought Forward	Virement	Other Adjustment (Additional/Reduction)	Externally Funded (E)	Harrow Funded (B)	TOTAL BUDGET	Forecast Outturn	Forecast Variance	Slippage	Over/Underspend
IER Grant	0	12,178	0	0	0	12,178	12,178	12,178	0	0	0
My Harrow Service Account	0	268,000	0	0	0	268,000	268,000	0	-268,000	0	-268,000
Property Investment	5,000,000	9,598,645	0	-5,000,000	0	9,598,645	9,598,645	9,598,645	0	0	0
HR Shared Service	0	100,000	0	0	0	100,000	100,000	100,000	0	0	0
Devolved Applications refresh	1,700,000	0	0	0	0	1,700,000	1,700,000	3,590,618	1,890,618	0	1,890,618
TOTAL RESOURCES	9,699,000	23,152,810	1,000,000	-7,116,313	0	26,735,497	26,735,497	26,735,497	0	0	0
Harrow Card	0	0	0	0	0	0	0	0	0	0	0
Station Road Highway and Environmental Improvements	0	0	0	0	0	0	0	0	0	0	0
Artisan Studios	0	109,414	0	0	109,414	0	109,414	109,414	0	0	0
Trinity Square	0	762,732	0	0	762,732	0	762,732	762,732	0	0	0
Regeneration Programme	46,130,000	9,641,137	0	0	0	55,771,137	55,771,137	55,771,137	0	0	0
TOTAL Regeneration	46,130,000	10,513,283	0	0	872,146	55,771,137	56,643,283	56,643,283	0	0	0
TOTAL GENERAL FUND	128,375,000	59,036,401	0	-22,383,614	23,935,053	141,092,734	165,027,787	147,854,171	-17,173,616	17,070,786	-102,830
Housing Programme	9,139,000	3,254,141	0	0	120,774	12,272,367	12,393,141	9,329,450	-3,063,691	1,100,000	-1,963,691
Grange Farm Redevelopment	0	7,150,232	0	0	0	7,150,232	7,150,232	2,080,066	-5,070,166	5,070,166	0
HRA Affordable Housing	6,099,000	6,814,289	0	0	1,360,192	11,553,097	12,913,289	4,477,666	-8,435,623	8,435,623	0
TOTAL HRA	15,238,000	17,218,662	0	0	1,480,966	30,975,696	32,456,662	15,887,182	-16,569,480	14,605,789	-1,963,691
Total General Fund and HRA	143,613,000	76,255,063	-	- 22,383,614	25,416,019	172,068,430	197,484,449	163,741,353	- 33,743,096	31,676,575	- 2,066,521

In-year Reduction to 2017/18 Capital Programme

Appendix 5

Project Definition	Original Programme	Brought Forward	Adjustment (Additional/Reduction)	Externally Funded	Net Total 2017-18	17/18 In year budget reduction	17/18 budget after reduction
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult							
MOSAIC Implementation - Adults & Children's Services	0	272,306	0	0	272,306		272,306
Capital Strategic Reviews	0	284,330	0	0	284,330		284,330
Reform Of Social Care Funding	0	0	0		0		0
Integrated Health Model	0	84,925	0	15,081	69,844		69,844
Maintenance of Adults	0	149,000	0	49,000	100,000		100,000
Project Infinity	2,000,000	0	0	0	2,000,000	-1,500,000	500,000
In-House Residential	100,000	100,000	0	0	200,000		200,000
Sancroft Care Home	5,100,000	0	1,452,000	1,452,000	5,100,000		5,100,000
Mentis Pilot	250,000	0	0	0	250,000		250,000
Total Adult	7,450,000	890,561	1,452,000	1,516,081	8,276,480	-1,500,000	6,776,480
Children							
School Amalgamation	0	599,914	0	599,914	0		0
Bulge Classes	150,000	137,635	0	137,635	150,000		150,000
Schools Capital Maintenance	1,350,000	1,931,385	0	3,281,385	0		0
Devolved Formula Non VA Schools	0	53,243	0	53,243	0		0
Secondary Expansions	2,625,000	2,017,420	0	-607,580	5,250,000		5,250,000
SEN Provision	1,560,000	4,505,093	-4,200,000	617,000	1,248,093		1,248,093
Schools Expansion Programme - Phase 1	0	219,543	-214,000	5,543	0		0
Schools Expansion Programme - Phase 2	0	2,928,688	0	2,611,073	317,615		317,615
Schools Expansion	3,180,000	6,489,645	0	6,639,645	3,030,000		3,030,000
Schools Expansion	1,000,000	0	0	0	1,000,000		1,000,000
Free School Meals	0	6,279	0	6,279	0		0
Whitmore School	0	11,301	-11,301	0	0		0
Short Breaks	0	0	32,000	32,000	0		0
Childrens IT Development	0	742,869	0		742,869		742,869
Total School and Children	9,865,000	19,643,015	-4,393,301	13,376,137	11,738,577	0	11,738,577
TOTAL PEOPLE	17,315,000	20,533,576	-2,941,301	14,892,218	20,015,057	-1,500,000	18,515,057
Environment							
Carbon Reduction Programme	300,000	-210,000	0		90,000		90,000
Carbon Reduction - Schools	0	0	69,000	69,000	0		0
Car Parks Infrastructure	20,000	4,035	0		24,035		24,035
City Farm/Pinner Park Farm	0	90,789	0		90,789		90,789
Corporate Accommodation Maintenance	255,000	0	0		255,000		255,000
Harrow On Hill Station High Priority Plan	12,000,000	0	-12,000,000		0		0
Maintenance Corporate Property	400,000	-101,670	0		298,330		298,330
Highway Drainage Improvements & Flood Defence Infrastructure	500,000	0	339,000	339,000	500,000		500,000
Highway Improvement Programme	6,900,000	-113,288	0	2,400,000	4,386,712		4,386,712
Parking Management	300,000	6,139	0		306,139		306,139
Waste and Recycling	200,000	0	0		200,000		200,000
Section 106 Schemes for Highways	0	0	30,000	30,000	0		0
Street Lighting Improvement Programme	3,000,000	86,761	0		3,086,761		3,086,761
TfL Principal Roads	0	0	0	659,000	-659,000		-659,000
TfL Transport Capital	2,000,000	-50,269	360,000	1,650,731	659,000		659,000
Trade Waste	200,000	57,100	0		257,100		257,100
Harrow Green Grid	150,000	60,459	0		210,459		210,459

Project Definition	Original Programme	Brought Forward	Adjustment (Additional/Reduction)	Externally Funded	Net Total 2017-18	17/18 In year budget reduction	17/18 budget after reduction
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CCTV cameras and equipment at the depot	150,000	0	0		150,000		150,000
Parks Infrastructure	875,000	-126,992	0		748,008		748,008
Parks Litter Bins	65,000	0	0		65,000		65,000
Green Gym	50,000	0	0		50,000		50,000
Street Litter Bins	300,000	0	0		300,000		300,000
Redevelopment of Vernon	750,000	0	0		750,000		750,000
Depot redevelopment	5,260,000	0	0		5,260,000		5,260,000
Total Environment	33,675,000	-296,936	-11,202,000	5,147,731	17,028,333	0	17,028,333
Housing							
Disabled Facilities Grants	2,030,000	0	500,000	1,680,000	850,000		850,000
Empty Property Grant	480,000	307,310	0		787,310	-113,000	674,310
Improvement grant	70,000	128,290	0		198,290	-18,000	180,290
Housing Property Purchase	16,500,000	3,512,137	0		20,012,137		20,012,137
Total Housing	19,080,000	3,947,737	500,000	1,680,000	21,847,737	-131,000	21,716,737
Culture							
Sec 106 Banister Sport Pitch	50,000	39,875	0	89,875	0		0
Harrow Arts Centre	1,470,000	0	0		1,470,000		1,470,000
Headstone Manor	806,000	1,010,083	0	1,246,083	570,000		570,000
Central Library Refit/Refurb	0	0	60,000		0		0
Libraries and Leisure Capital Infrastructure	150,000	135,973	7,000	7,000	285,973		285,973
Total Culture	2,476,000	1,185,931	67,000	1,342,958	2,325,973	0	2,325,973
Total Community	55,231,000	4,836,732	-10,635,000	8,170,689	41,262,043	-131,000	41,071,043
BTP - Public Realms	0	639,313	0		639,313	-639,313	0
Capital cost of transition and transformation of ICT service	999,000	2,005,433	0		3,004,433	-2,849,433	155,000
ITO Transformation	0	117,919	0		117,919		117,919
Web Upgrade Project	0	25,291	0		25,291		25,291
SAP: Financial Leger/Systems Control Imp	250,000	436,321	0		686,321		686,321
BTP - IT BTP Refresh	0	206,451	0		206,451		206,451
BTP - Mobile & Flex	0	721,320	0		721,320		721,320
ICT Infrastructure & Corporate Applications	0	85,909	0		85,909		85,909
IT Corporate System Refresh	0	750,107	0		750,107	-627,567	122,540
LAA Performance Reward Grant	0	88,788	0		88,788		88,788
Loan Payment - Capital	0	225,358	0		225,358		225,358
On-going refresh & enhancement of ICT	2,000,000	1,956,372	0		3,956,372	2,000,000	5,956,372
Small Schemes (Council wide)	0	5,851,726	0		5,851,726		5,851,726
FM Minor Work	0	500,000	0		500,000		500,000
IER Grant	0	12,178	0		12,178		12,178
My Harrow Service Account	0	268,000	0		268,000		268,000
Property Investment	5,000,000	9,598,645	0		14,598,645	-5,000,000	9,598,645
HR Shared Service	0	100,000	0		100,000		100,000
Devolved Applications refresh	1,700,000	0	0		1,700,000		1,700,000
TOTAL RESOURCES	9,949,000	23,589,131	0	0	33,538,131	-7,116,313	26,421,818
Artisan Studios	0	109,414	0	109,414	0		0
Trinity Square	0	762,732	0	762,732	0		0
Regeneration Programme	46,130,000	9,641,137	0		55,771,137		55,771,137
TOTAL Regeneration	46,130,000	10,513,283	0	872,146	55,771,137		55,771,137

Project Definition	Original Programme	Brought Forward	Adjustment (Additional/Reduction)	Externally Funded	Net Total 2017-18	17/18 In year budget reduction	17/18 budget after reduction
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
TOTAL GENERAL FUND	128,625,000	59,472,722	-13,576,301	23,935,053	150,586,368	-8,747,313	141,779,055
Housing Programme	9,139,000	3,254,141	0	120,774	12,272,367		12,272,367
Grange Farm Redevelopment	0	7,150,232	0		7,150,232		7,150,232
HRA Affordable Housing	6,099,000	6,814,289	0	1,360,192	11,553,097		11,553,097
TOTAL HRA	15,238,000	17,218,662	0	1,480,966	30,975,696	0	30,975,696
Total General Fund and HRA	143,863,000	76,691,384	-13,576,301	25,416,019	181,562,064	- 8,747,313	172,754,751

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**REPORT FOR: PERFORMANCE &
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	Monday 11 December, 2017
Subject:	Annual Equalities Report 2016/17
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Councillor Phillip O'Dell, Performance Lead Member for Corporate Resources & Councillor Stephen Wright, Policy Lead Member for Corporate Resources
Exempt:	No
Wards affected:	All
Enclosures:	N/A

Section 1 – Summary and Recommendations

This Report highlights the Council's performance and work towards advancing equality of opportunity, and helps evaluate the equality of service provision. It also considers whether that work is benefitting local communities in Harrow and looks at ways work has been undertaken to eliminate unlawful discrimination and promote good relations between the different communities that make up Harrow.

Recommendations:

To approve the report for publication.

Section 2 – Report

Introduction

Harrow prides itself in being one of the most ethnically and religiously diverse Boroughs in the country with people of many different backgrounds and life experiences living side by side. The aim of this report is to ensure that the Council operates a robust approach to the governance and mainstreaming equality and diversity across the organisation.

Being the diverse borough that it is, it is important to recognise and celebrate the good work that is being done across the Council to further equality and to celebrate the Borough's diversity. The Report highlights the achievements to be proud of, which build on a firm commitment to promote fairness and diversity, as outlined in Harrow's Corporate Plan. The Report also looks to highlight our continued commitment to maintaining and building on our strengths by ensuring equality and diversity are integral to everything we do.

Work to ensure equalities is embedded into all Council work is done by The Corporate Equalities Group (CEG), which is chaired by a number of Corporate Directors. This group provides senior leadership and strategic direction for developing and implementing excellent equality, diversity, cohesion and human rights policy development, practice and service delivery. The CEG works in collaboration with its partners to establish the business case for the equalities agenda in terms of service improvement, user involvement and customer satisfaction; and monitors equalities outcomes and progress. Each Directorate has in place a Directorate Equality Task Groups (DETGs) which forms a link between the CEG and Directorates. As well as playing a key role in championing equality, diversity and inclusion, promoting good practice on equality and diversity with regards to employment and service delivery, ETGs are tasked with ensuring that corporate equality commitments and objectives are translated into action.

The Report provides you with details of the progress we are making in achieving our equality objectives and our ambition towards this for the year ahead.

There are no additional implications on resourcing or cost.

Equality Act 2010 and the Public Sector Equality Duty

The Equality Act contains a range of rights, powers and obligations to help the advancement of equality. Section 149 of the Act details the Public Sector Equality Duty (PSED) which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The PSED covers Age, Disability, Gender Reassignment, Pregnancy and Maternity, Race (this includes ethnic or national origins, colour or nationality) Religion or Belief (includes lack of belief), Sex and Sexual Orientation; it also applies to Marriage and Civil Partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

The PSED is supported by specific duties which are intended to help public authorities to meet their requirements, and we are required to (1) publish (by the 31 January each year) information to demonstrate their compliance with the general equality duty; and (2) prepare and publish equality objectives by 6 April 2012, and at least every four years thereafter.

Collate and Publish Equalities Information

In order to meet the first requirement of the PSED, a number of local authorities choose to publish spreadsheets containing equalities data about their service users and workforce, whilst others continue to publish their annual equality in employment report relating to their workforce and Equality Impact Assessments (EqIAs) (as required prior to the introduction of the PSED). Although both of these approaches meet the requirements of the legislation, the Council took the decision to publish its equalities data in a more meaningful way.

In order to ensure that the data published is easy to understand and transparent, the Council has published equalities information and data in the form of a **narrative annual report**. The report highlights the projects delivered by the Council which not only support the corporate priorities, but address inequality, advances equality of opportunity and fosters good relations. The document includes **case studies of service users** and is supported by a set of data.

In 2012, the Equality and Human Rights Commission undertook a review of how public services generally complied with the requirement to publish data, and referenced Harrow Council as a best practice example in terms of the transparency and ease of access to the data that we provided. This year's compilation is available together with the data it supports at

Developing and Publishing Equality Objectives

In order to meet the second requirement of the PSED, equality objectives were developed, based on the research and consultation undertaken and all available equalities information and data. The draft equality objectives were the subject of public consultation including (1) an online questionnaire for staff and elected members; (2) a questionnaire for members of the public, service users, voluntary and community groups, partners, stakeholders and the Residents' Panel; (3) workshops for staff and voluntary and community groups, partners and stakeholders; and (4) a cross party briefing was held for elected members. The consultation produced support for the equality objectives which were adopted by Cabinet in April 2012, and reviewed by Cabinet in January 2017.

Measuring Performance against Corporate Equality Objectives

Directorates produce quarterly progress reports against their directorate scorecards for the Improvement Boards, which form the basis of annual progress reports. This has ensured the objectives are embedded within existing processes and service plans.

Financial Implications

Any costs are managed within existing budgets.

Performance Issues

How the Council performs against the Corporate Equality Objectives is monitored via the Council's Improvement Boards and reported to Cabinet in the Strategic Performance Report.

Environmental Impact

There are none specific to this report.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? No

This is an Annual Equalities report, the purpose of which is to demonstrate the current state of equalities practice in the Council and in the community.

Council Priorities

Working Together to Make a Difference for Harrow

This Report contributes towards all Council priorities:

- Build a better Harrow
- Be more business-like and business-friendly
- Protect the most vulnerable and support families

Section 3 - Statutory Officer Clearance

Not Required

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

Contact: Shumaila Dar, Policy Officer, ext. 2820

Background Papers: List **only non-exempt** documents (ie not Private and Confidential/Part II documents) relied on to a material extent in preparing the report (eg previous reports). Where possible also include a web link to the documents.

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Corporate Equality Objectives

Annual Progress Report
2016/17

Meeting the Public Sector Equality Duty



Foreword

Welcome to the latest Annual Equalities Progress Report which outlines our performance against our Corporate Equality Objectives for 2016/17. This Report highlights our performance and work towards advancing equality of opportunity, and helps evaluate the equality of our service provision. It also considers whether that work is benefitting our local communities and looks at ways we have worked to eliminate unlawful discrimination and promote good relations between the different communities that make up Harrow. The Report includes a number of case studies illustrating the wide range of work carried out by the Council which contributes to making a difference for the vulnerable; for communities; for families and for local businesses.



Equality is about describing a vision for the area that is built on recognising the needs of every local community, promoting inclusion and cohesion, fairness and justice. Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. As a community leader, we will continue to work in partnership with the public, voluntary and private sectors to ensure we achieve this vision for our borough.

The Council operates a robust approach to the governance and mainstreaming equality and diversity across the organisation. Our Corporate Equalities Group (CEG), chaired by a Corporate Director provides senior leadership and strategic direction for developing and implementing excellent equality, diversity, cohesion and human rights policy

development, practice and service delivery. The CEG works in collaboration with its partners to establish the business case for the equalities agenda in terms of service improvement, user involvement and customer satisfaction; and monitors equalities outcomes and progress. Each Directorate has in place a Directorate Equality Task Groups (DETGs) which forms a link between the CEG and Directorates. As well as playing a key role in championing equality, diversity and inclusion, promoting good practice on equality and diversity with regards to employment and service delivery, ETGs are tasked with ensuring that corporate equality commitments and objectives are translated into action. These actions are set out within this Annual Equalities Report.

Harrow is a vastly diverse Council, and there is so much being done across the Council to further equality and to celebrate the Borough's diversity. The borough's diversity is something to value and the Council can be proud of the achievements highlighted in this report, which build on our firm commitment to promote fairness and diversity, as outlined in our Corporate Plan. This Report also looks to highlight our continued commitment to maintaining and building on our strengths by ensuring equality and diversity are integral to everything we do.

This Report provides you with details of the progress we are making in achieving our equality objectives and our ambition towards this for the year ahead.

Introduction

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

In serving a diverse population, the Council aims to ensure there is equality of opportunity for its residents, service users, employees, elected members, stakeholders and partner organisations irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation

However, we recognise that in our society, groups and individuals continue to be unlawfully discriminated against and we acknowledge our responsibilities to eliminate unlawful discrimination and to promote equality of opportunity and good relations within the rich diversity of Harrow's communities.

The Equality Act 2010 and the Public Sector Equality Duty (PSED)

The Equality Act 2010 introduced a new Public Sector Equality Duty (PSED) which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

The PSED is supported by specific duties which are intended to help public authorities to meet its requirements.

The new PSED replaces the previous three Public Sector Equality Duties – for race, disability and gender and now covers the following protected characteristics:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or Belief – this includes lack of belief
- Sex
- Sexual Orientation

It also applies to Marriage and Civil partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Public authorities covered by the specific duties are required to:

- Publish by the 31st January 2012 information to demonstrate their compliance with the general equality duty; and
- Prepare and publish by 6 April 2012, and at least every four years thereafter one or more equality objectives.

Our Corporate Equality Objectives

The Corporate Plan sets out the Council's vision which is "**Working Together to Make a Difference for Harrow**". To meet this vision, there are three corporate priorities that guide how the Council targets its resources and efforts:

Build a Better Harrow

Together we are building a better Harrow, for today, and for future generations, creating the places and the opportunities that all our residents deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of.

Be More Business-like and Business Friendly

We want to be seen as a council that understands the needs of local businesses, and supports them to grow and be successful. We also want to be seen as a well-run council, with our residents supporting our growing set of business ventures. We want our commercial services to be profitable and used by local residents and businesses, so the profits can then be re-invested back into those services most valued by our residents.

Protect the Most Vulnerable and Support Families

We want to make sure that those who are least able to look after themselves are properly cared for and supported. We want to safeguard adults and children from abuse and neglect, keep them safe and ensure they have access to opportunities and a good quality of life.

We have adopted a new Equalities vision, which was adopted by Cabinet. This vision is "*A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit*". In order to achieve this vision we have three Corporate Equality Objectives as set out in the 'Harrow Council Corporate Plan 2015-19, which are:

1. An inclusive workforce that feels valued, respected and reflects our community
2. An improved understanding of our communities to ensure that services are fair, equitable and accessible to all and reduce inequality
3. Promote and celebrate the diversity of our borough and foster community cohesion

Our Commitment

Equality is about describing a vision for the area that is built on recognising the needs of every local community, promoting inclusion and cohesion, fairness and justice. As a community leader, we will continue to work in partnership with the public, voluntary and private sectors to ensure we achieve this vision for our borough.

As an employer, we are committed to employing a diverse workforce, to help us to understand and relate to the community we serve. Through our recruitment policies and practices, we will aim to improve on our record and explore further initiatives and opportunities to encourage applicants from all sections of the community to consider joining us.

As a service provider, we are committed to ensuring our services are open, fair and accessible by taking into consideration the needs and requirements of our diverse community and service users. We will continue to improve our services through a comprehensive Equality Impact Assessment (EqIA) process, engaging with and listening to our communities and service users.

As a procurer of goods and services, we will continue to ensure our commissioning processes are fair and equitable and that service providers delivering a service on our behalf share our commitment to equality and diversity.

Reviewing Progress & Setting Priorities

The following section of this report outlines Harrow Council's progress in 2016/17 against the Corporate Equality Objectives. As well as reporting our overall performance (Appendix 1) it includes a number of case studies to demonstrate how we have used monitoring data to identify a need, engage with our communities and address the needs through initiatives and projects to improve our services.

One of the ways progress can be measured is whether we achieved the performance targets that we set ourselves. The

following section provides an overview of how many of the performance indicators associated with each Corporate Equality Objective were Green, Amber and Red, using the following criteria:

High Green:	Target exceeded by more than 5%
Low Green:	Target Met
Amber:	Target missed by no more than 5%
Low Red:	Target missed by 5-10%
High Red:	Target missed by over 10%

Each Equality Objective has been given an overall 'RAG' status using the following criteria:

If two thirds of the indicators within a priority are a particular status then this will determine its status. If not, then the priority status will become Amber.

Objective 1: An inclusive workforce that feels valued, respected and reflects our community

Green	3
Amber	2
Red	4
Overall Status	A

Key Highlights:

- The Council achieved 153rd position in Stonewall's Workplace Equalities Index and was confirmed as the most improved organisation
- An improved SAP system which enables staff to enter their social identity
- Staff awards held to celebrate work that has taken place to embed equalities values and diversity
- Leadership development promoted to under-represented groups

In making Harrow a workplace that reflects the diversity of the borough and feels value and respected, we made a commitment to ensure we were able to develop a comprehensive profile of the workplace by improving the reporting and recording of protected characteristics. In doing so we also need to ensure we have a comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability, which has involved updating the SAP system to now allow staff members to include their social identity. All staff are also required to complete a mandatory Equality Matters training every two years to ensure that they are up to date with the latest legislation, Council policies and best practice.

Across the Council the proportion of BAME employees in lower pay bands is greater and reduces in higher pay bands. The representation of employees who have declared a disability remains low across all pay bands in the organisation. In line with this, there has been a commitment to improve the pathways to senior pay bands for BAME and disabled staff

and to promote opportunities to increase the talent pipeline from under-represented groups. In doing so, members from our Corporate Leadership Group have committed to volunteer to be promoted as role models and leadership development continues to take place through coaching and CMI Management and leadership development.

Last year we also made a commitment to improve the recruitment, support and retention of young people in the Council. Last year only 3.83% of Council staff were made up of people aged 25 or under. This has now increased slightly to 4.28%, which is a 0.45% increase since the previous year. In addressing this issue, 55 young people have been supported through the X16 programme, which aims to improve the employability of young people who are not in education, employment or training (NEET). We have also worked with One Stop Shop and schools to promote apprenticeships.

This is not only limited to the Council workforce, but also throughout the borough. One example of this is through the Xcite Work Programme that provides professional information and advice, coaching, CV writing and confidence building to residents who want to get back into work.

In relation to staff mandatory equalities matters training we are aware that uptake is significantly low due to the fact that many staff at the depot do not have access to computers. For quarter 4 (36% of new starters, and 63% of existing staff) However, L&D are now working with all services to ensure staff receive this training in alternative ways, such as classroom based training. In Quarter 2 (2017/18) this

increased to 55% for new starters and 71% for existing staff. This has shown a marked improvement.

Xcite Work Programme



Mr. AA had been unemployed for six years and was unable to get an interview for a job. We arranged confidence building and 1-2-1 support to build his confidence. His Adviser discussed his options, which needed to fit around his childcare responsibilities. We arranged an interview with the council's facility management supplier, and Mr. AA was successful in his application. Mr. AA said "the future seems brighter, at least now I can care for my children properly."

Ms. D, single mother of two children aged 19 years and 10 years. The family became known to Harrow Children and Family Services via Harrow Jobcentre Plus (JCP), through a

direct referral to the Multi Agency Safeguarding Hub (MASH) Team. Ms D had fled from Domestic Violence with support from her two children.

Ms. D had a language barrier, very low self-esteem, and was low in confidence. She had never been allowed to go out of the house or deal with finances, and had no bank account under her own name. She was supported to claim JSA, and tax credits and Child Benefits were also transferred to her name. She was taken to the Harrow Women's Centre to speak to a legal adviser and an Independent Domestic Violence Advocate, and also to the Women's Circle Faith Regen in Wembley for counselling support.

Her Adviser then contacted care agencies to see if they had any homes that spoke the same language as her, where she could do care work. We arranged for her training and a DBS, and she was offered a job. We contacted tax credits to find out how much she would be entitled to, and did a "Better off" calculation which showed that she was better off taking this job.

Ms D is now working 20 hours per week, earning £8 per hour and receiving £139 in tax credits, where she was only getting JSA of £72pw. She is much more confident and looking to increase her working hours and learning to drive. She said her "*life has turned around completely*".

In relation to Lesbian Gay Bisexual Transgender (LGBT) staff in particular, our target at the beginning of the year was for Harrow to become a more inclusive workplace for LGBT staff and members and to achieve a top 200 place in the

Workplace Index in 2016. Achieving 153rd position in the Index has been a huge success for the Council and we pledge to build on this success in the coming year.

Stonewall



As part of our commitment to promote equality of opportunity and to help develop ‘an inclusive workforce that feels valued, respected and reflects our community’, Harrow Council signed up to Stonewall’s Diversity Champions Programme in 2015. The programme enabled us to build on our work around LGBT equality and ensured we support our staff and service users who identify as LGBT.

As part of the programme, we submitted evidence to participate in Stonewall’s Workplace Equality Index (WEI). The WEI is a powerful evidence-based benchmarking tool used by employers to assess their achievements and progress on LGBT equality in the workplace. In 2015 we were ranked 399 out of 416 employers, which highlighted, although we had come a long way, there was still much more to do.

The Corporate Equalities Group (CEG) set a target to get into the top 200 in 2016.

This year Harrow progressed to 153rd place out of 440 employers, this is huge success. Some of the initiatives this year included, LGBT awareness training, Rainbow stickers, LGBT history month, International Day Against Homophobia, Biphobia, and Transphobia (IDAHO), and taking part in the London Pride March.

Objective 2: An improved understanding of our communities to ensure that services are fair, equitable and accessible to all and reduce inequality

Green	2
Amber	
Red	2
Overall Status	A

Key Highlights:

- Harrow’s frontline staff who work in Access Harrow are now trained in British Sign Language
- A communications plan was developed and the service has been publicised in the CEO Newsletter, internal communications and staff updates. A press release was also issued and the service was publicised via

social media. In 2015/2016 there were 8,832 Disabled Go users, this increased to 15,511 in 2016/ 2017.

Last year this report highlighted that data against some of the protected characteristics is not collated. There are also cases where the data is not fully analysed. Feedback showed that frontline staff often felt uncomfortable requesting such information from service users. We made it a priority to review and update all our data collation systems to collate data on all nine protected characteristics and update the complaints reporting procedures to capture diversity monitoring information. This work has begun but due to the replacement of the CCPH/CRM system we cannot provide a date of completion as the project is yet to be determined with Sopra Steria. We also made a pledge to incorporate diversity monitoring into the My Harrow Account.

We also continue to make improvements in the organisation as contained in the British Sign Language (BSL) Charter. The Charter pledges to improve access for deaf people to local services and information, and promote learning and high quality teaching of BSL (including giving all deaf children the option of bilingual BSL). We are ensuring staff that work with deaf people meet the minimum standards of BSL and consult with our local deaf community on a regular basis. Earlier this year we received feedback that more could be done to publicise the Access Guide to increase its usage. We took this on board and undertook a publicity campaign to promote the Access Guide, a communications plan was developed and all forms of social media publicity were implemented in order to increase the number of people who use the Access Guide.

BSL Access Harrow training



Access Harrow has successfully trained 10 customer service Advisers in British sign language; this has been achieved over the last decade. This training has served as a motivator to staff as well as ensuring that the council is able to deal with residents and customers within the deaf community. We have found that the level of training has helped to maintain a high level of customer service that is inclusive to all. It is well received by our customers and residents who need to use our frontline services.

We have also made improvements for disabled residents in the borough through Disabled Go, which provides important access information to local cinemas, restaurants, shops, pubs, etc., allowing people the freedom to decide whether these places are accessible and if they have facilities such as a hearing loop or text in large print.

Disabled Go



Founded by Gregory Burke, a wheelchair user, DisabledGo is the product of years of extensive research and consultation with disabled people and organisations. Developed by disabled people for disabled people, DisabledGo empowers you to make direct, anonymous enquiries about particular venues and judge whether they will be accessible to your individual needs.

Objective 3: Promote and celebrate the diversity of our borough and foster community cohesion

Green	2
Amber	
Red	1
Overall Status	G

Key Highlights:

- Organised a successful suite of diversity events including Black History Month, International Women's Day, LGBT History Month, Interfaith Week and entering a walking group of twenty six staff and members at Pride in London in 2016
- Over a thousand people have been given WRAP (Workshop to Raise Awareness of Prevent) training

In the last Report we wanted to undertake a feasibility study to establish a borough wide Diversity Network with statutory partners. This would consist of organisations across Harrow in order to share best practice, skills and experience to proactively promote diversity and community cohesion within the borough. However, it has been difficult to progress this further due to capacity and resource pressures faced by statutory partners. For 2017/18 we propose building on the knowledge and networks of existing community groups and formalising this relationship in order to share best practice and promote diversity and community cohesion within the borough.

In July 2016, the Council participated in Pride in London, and entered a walking group of twenty six in the march for the very first time. In addition to this, a successful LGBT programme of events has been agreed and launched.

Celebrating LGBT History month



In February this year the Council officially celebrated LGBT History Month. The event featured a screening of the film 'Carol', stalls and talks, including from Tony Fenwick from Schools Out UK, the organisation that founded LGBT History Month in the UK.

Celebrating Black History month



In Harrow we proudly celebrate Black History month. The event was launched by the Chief Executive and Councillor Varsha Parmer, portfolio holder for equalities, who talked about the personal impact of inspirational figures such as Nelson Mandela, Michael Jackson and Martin Luther King. Black History Month was an opportunity to remember those who have fought for a more equal and progressive society. It was also a great opportunity to learn more about the rich history and heritage of the Afro-Caribbean community. Thanks to the Making a Difference Group, Council staff enjoyed a wide range of BHM events – with a focus on Black British Music, which included wonderful performances by staff group, Ellensi, a debate facilitated by Social Rights activist, Toyin Agbetu and a fun, interactive quiz about Black role models.

Appendix 1 – Corporate Equality & Diversity Performance Targets 2015/16

Measure	Target 2016/17	Actual 2016/17	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
Objective 1: An inclusive workforce that feels valued, respected and reflects our community				
Improve on our position in Stonewall's Workplace Index (WI) <ul style="list-style-type: none"> KPI – Achieving a top 200 place in the workplace index in 2016 	200	153	HG	The Council achieved 153 rd position in the WEI and was confirmed as the most improved organisation.
Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability. <ul style="list-style-type: none"> KPI - % of staff providing social identify information 	23%	24.4%	HG	SAP has been updated for staff to be able to enter their social identity. Communications have gone out e.g “Whats it got to do with you” and also the newsletters to encourage staff to input their data. <ul style="list-style-type: none"> Programme to embed values is on-going. Staff awards were held to celebrate work against the values including work around Equalities & Diversity. Values also included as part of the appraisal where staff can update any work around equalities for the “do it Together” Value. Values E-Learning in development
Improve the proportion of BAME and disabled staff at senior pay bands <ul style="list-style-type: none"> KPI - Proportion of Black, Asian & Minority Ethnic (BAME) employees KPI - Proportion of disabled employees 	45%	45%	LG	The Chief Executive is responsible for driving the agenda supported by CLG who have committed to a series of actions to achieve the Priorities for the Objective of An inclusive workforce that feels valued, respected and reflects our community.
	3%	2.2%	HR	
	20%	21.9%	HG	
	3%	2.86%	A	

79

Measure	Target 2016/17	Actual 2016/17	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
<ul style="list-style-type: none"> KPI - % of top 5% of earners who are BAME KPI - % top 5% of earners who are disabled 				CLG members from under-represented groups have committed to volunteer to be promoted as role models.
				Leadership development continues to be promoted to staff from under-represented Groups. Most recently our Coaching and CMI Management & Leadership Programmes
				Work to monitor application of the performance appraisal scheme to ensure there is no indication of bias will commence following half year review.
<p>Improve the recruitment, support and retention of young people</p> <ul style="list-style-type: none"> KPI - Proportion of Harrow Council employees aged less than 25 	3.31%	2.62%	HR	<p>Review of policy ongoing as part of the Recruitment project.</p> <p>303 young people supported into work in 2016/17 55 young people have been supported through the X16 programme.</p>
<p>All staff to complete the mandatory Equality Matters training every two years to ensure they are up to date with the latest legislation, Council's policies and best practice.</p> <ul style="list-style-type: none"> KPI - % of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment KPI - % of existing staff (as at April '16) who are up to date with Equality Matters 	100%	36%	HR	<p>Q3 – 58% of all staff have completed the Equality Matters training (if we exclude staff that don't have access to a computer, predominantly at the depot, then this rises to 87%). L&D are working with Managers to arrange Classroom training where staff do not have IT access.</p> <p>Quarter 4 results are better at:</p> <ul style="list-style-type: none"> KPI - % of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment 55%
	100%	63%	HR	

Measure	Target 2016/17	Actual 2016/17	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
refresher training (either face to face or E-Learning Module)				<ul style="list-style-type: none"> KPI - % of existing staff (as at April '16) who are up to date with Equality Matters refresher training (either face to face or E-Learning Module) 71%
Objective 2: An improved understanding of our communities to ensure that services are fair, equitable and accessible to all and reduce inequality				
Review and strengthen monitoring systems across the council to ensure a consistent approach to collating and analysing diversity data to inform policy and service development	-	-	R	<ul style="list-style-type: none"> Due to the replacement of the CCPH/CRM system we cannot provide a date of completion of the project to update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics – this project is yet to be determined with Sopra Steria The cost of incorporating diversity monitoring into My Harrow Account is being investigated. To avoid additional cost, it was planned that this could be included in the CRM/CCPH upgrade, to be used as master data. The replacement of CCPH does not include complaints, so complaints will remain on SAP. If the change is required to SAP then a request from the policy team will need to be submitted to Sopra Steria to obtain costs and determine whether funding is available.
Continue to pursue the aspirations contained in the BSL Charter	-	-	A	<p>The latest for Q4 is as follows:</p> <p>Resources Fairer Working Group has considered this. Given previous work, which has included BSL trained staff in Access Harrow, work was also undertaken to understand whether there was any scope for Courts or</p>

Measure	Target 2016/17	Actual 2016/17	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
				Bailiffs services. It was concluded that it was the Courts' responsibility to provide support for those who may need this type of support (which has not seen a request to date), and for Bailiffs, one of the two companies that we use has agreed to look into setting up some BSL provision.
DisabledGo – increase the number of people who use the Access Guide <ul style="list-style-type: none"> KPI - Number of hits on the DisabledGo site 	8,832	15,511	HG	A communications plan was developed and the service has been publicised in the CEO Newsletter, internal comms and staff updates. A press release has also been issued and the service has been publicised via social media.
Attainment – Closing the gap <ul style="list-style-type: none"> KPIs – Attainment KPIs (See People Scorecard) 	-	-	R	The closing the gap indicators will not be reported against until October 2017 or even Quarter 3 – due to the significant changes in reporting at KS2 & KS4.
Adult Learning Development, delivery and evaluation of community learning programmes to support recovery from mental health problems <ul style="list-style-type: none"> KPI - % of adults in contact with secondary mental health services in paid employment 	6.5%	9%	HG	320 residents participants benefited from the Active Minds projects and entered learning provision
Adult Social Care - Given the changes taking place, ensure these do not adversely impact on Adult Social Care Services <ul style="list-style-type: none"> KPI – equality of service provision (Adult Social Care) 	0.9-1.1%	0.99%	G	
Objective 3: Promote and celebrate the diversity of our borough and foster community cohesion				
Undertake a feasibility study to establish a borough wide Diversity Network	-	-	R	Until now there has been no capacity or resources within statutory partners who are integral to such a group for such a body, hence no further action is being taken in this reporting year. However, in future we will be looking to

Measure	Target 2016/17	Actual 2016/17	RAG Status	Comments (include comparisons against National Average and Neighbouring Borough(s) where available)
				existing organisations and networks that work with the Council to formalise the good work that is already taking place.
<p>Organise, deliver and celebrate key diversity events within the borough. Work in partnership with partners, stakeholders and the VCS to organise, deliver and celebrate the events</p> <ul style="list-style-type: none"> KPI - % of residents who agree that <i>people from different backgrounds get on well together in their area</i> 	70%	79%	HG	<ul style="list-style-type: none"> The Council entered a walking group of 26 at this year's London PRIDE on 25th June. Working with Age UK Harrow to mark International Day of Older People. Council has supported Harrow Interfaith programme of events, including a series of question time events. Hate Crime awareness events in partnership with the Police A successful LGBT programme of events has been agreed and launched.
<p>Engagement – Deliver the engagement element of the Prevent action plan</p> <ul style="list-style-type: none"> KPI - % of residents who agree that <i>people from different backgrounds get on well together in their area.</i> 	70%	79%	HG	<p>WRAP training being delivered, over 1111 trained in 15/16 Local channel arrangements established and promoted across partnerships and community leaders briefed Safer Giving campaign messages widely circulated across the third sector, partners and faith sector Halls for Hire recommendations and considerations actively promoted across the partnership, third sector and faith sector</p>



**REPORT FOR: PERFORMANCE AND
SCRUTINY SUB-
COMMITTEE**

Date of Meeting:	11 December 2017
Subject:	Monitoring of Recommendations from the Scrutiny Challenge Panel 'Community Involvement in Parks'
Key Decision:	No
Responsible Officer:	Paul Walker – Corporate Director – Community
Portfolio Holder:	Councillor Graham Henson – Portfolio Holder for Environment
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

The report provides Members with monitoring feedback in response to the 'Community Involvement in Parks' Scrutiny review report and relevant recommendations.

Recommendations:

I. To note actions taken and success of the programme to meet the scrutiny Recommendations.

Reason:

To consolidate the Recommendations from the 2016 review and provide results of the implementation of the framework for future community involvement in parks.

Section 2 – Report

Introductory paragraph

The Overview and Scrutiny Committee met on 7 June 2016 and considered the issue of community involvement in parks. The main aims of the Review were to:-

- Examine the current levels of community involvement in Harrow's parks and benchmark against parks in neighbouring boroughs.
- Develop an understanding of what residents want from their local parks.
- Explore innovative practices in the delivery of park services by other councils and other initiatives demonstrating community involvement and volunteering in parks.
- Identify ways in which Harrow Council can best deliver 21st century parks for residents.
- Inform the development of Harrow's parks and open spaces strategy 2016-19.
- Develop the park users' forum so it is inclusive and representative of all park users across Harrow.
- Inform the progress of the Project Phoenix and the commercialisation strategy for parks.

The Committee and made a number of recommendations as set out in Table A which were responded to at the Performance & Finance Scrutiny Sub-Committee meeting of 15 September 2016.

Table A

Officer Responses, actions and year 1 monitoring to the recommendations from the Overview and Scrutiny Group deriving from the review on COMMUNITY INVOLVEMENT IN PARKS

Recommendation

We note the success of the Park User Groups and the energy and commitment they contribute to improving our Parks. We recommend that the Council should continue to work with Park User Groups and the Parks Forum to ensure our parks are safe and secure environments in which all users feel safe and welcome, to promote the use of parks and open spaces by all sections of Harrow's diverse communities and to explore how sections of our community that do not use Parks can be encourage to do so.

Response

A number of Park User Groups have established volunteering embedded into their ethos, which has enabled community events and activities to draw more users into our parks and involve differing members of the community to a shared use of parks. The Council is also working with those groups who have not completed a 5-year plan to create a joint vision for the park following the criteria of the green Flag Parks scheme.

The Council will explore options to extend the usage of parks across the community and have started a programme to improve facilities and sports pitches.

The Community Engagement team have been working with User Groups to promote a focus to their activities and encourage professionalism to the working of the groups. The increased number of groups and their activity has placed pressure on the team to deliver the service and contact time with the User Groups has been consequentially reduced.

Park User Groups have increased with 3 new groups being fully established over the past year bringing the total to 24. In setting up new groups it is important to provide enough time and guidance to ensure they have realistic expectations, correct governance and achievable priorities.

12 User groups have held fun-days in their park with at least 4 of them attracting over 450 people to the event.

The Chandos group attracted over 50 young people to a sports day and Headstone Manor attracted 80 people to a Bat walk. User groups managed water stations for the Harrow Marathon.

7 parks have started gate locking to reduce potential anti-social behaviour. Harrow Weald group have a committee member for Crime and Antisocial Behaviour with direct links to our community safety team.

Over 11 groups are using social media and/or running membership drives to increase and diversify their membership. The Pinner Village group recruited an additional 50 members at their last membership day and Headstone Manor recruited 30 members.

Recommendation

That the Council works in partnership with Park User Groups in identifying projects, including capital, to improve parks and park facilities and works with those groups to apply to funding sources. The Council will continue to manage projects but, where appropriate Park User Groups can be involved in project delivery

Response

Parks with developed 5-year plans have benefitted from shared Council/community objectives, more effective deployment of resources, targeted capital expenditure, greater leverage for grant applications.

As above the Council is working with those groups who have not completed a 5-year plan to create a joint vision for the park and to direct development and potential investment.

Greater Stanmore Country Park and to a lesser extent Bentley Priory and Harrow Weald Common have Management Boards to oversee and procure services within pre-defined budgets. These models can be extended as circumstances allow to include other Open Spaces.

14 parks now have 5-year plans.

The plans have been useful in integrating community priorities into the Green Grid programme and enabling groups and the Council to target funding bids. Several parks have been instrumental in delivering projects; these include World Record attempt at bulb planting, drinking fountain refurbishment, garden landscaping, procuring a park shelter.

The three existing self-managed site are continuing however, there has been no consideration to moving any additional parks to a self-managing pre-defined budget.

Recommendation

That the Council should investigate potential funding routes, such as grants, that could be available to properly constituted Park User Groups that would not be available to local authorities.

Response

There have been successful Marathon Trust and Lottery bids previously, benefitting parks. The Council will continue to seek outside funding and support groups to make suitable applications.

Development of Park Management Plans are considered an essential step to assisting with a competitive bid.

This is the first year where park groups have targeted external funding and there have been some good achievements. It is important that groups can see success on smaller bids before embarking on larger more complicated funding projects. The park management plans have proved useful in providing groups the focus to enable successful funding.

Examples of successful bids are: - West Harrow gazebo, Kenton landscaping, Bernays store and landscaping, Queensbury and Roxbourne storage facilities.

Funds have been secured to regenerate Newton Park East (200k), GLA funding for trees (40K) and a Heritage Lottery application has been made for Headstone Manor Park (1.3 million).

6 parks have secured funding from Tesco's bags of money (32k), 2 secured Lottery funding (20k) 1 secured funding from Greggs (2K).

The established Borough Parks Forum run by volunteers, with chair and executive committee includes a fund raiser.

Recommendation

That the Council should explore the use of existing buildings in Parks to maximise use/income, this should include an assessment of how existing buildings could be used to develop facilities that would include the provision of refreshments and toilets including community cafes run by Park User Groups as well as commercial lets

Response

A survey of park buildings assessing structure, condition, current and potential usage is underway to identify suitable assets for investment to sustain the property and increase usage and income.

Currently the Council is tendering for facilities to provide refreshments for 3 parks.

We have built cafés in Stanmore Rec and Centenary Park which have been successfully marketed and has tenants ready to start operating, a third café is in

the process of installation in Harrow Rec. We are also extending the successful café in West Harrow Rec to allow extended use. As a part of the programme the Stanmore Rec build included construction of a new changing room for footballers and a children's nursery. The café/nursery tenant has committed to make the facility a focal hub in the park and to instigate formation of a park user group.

Recommendation

Those Commercial opportunities to develop sporting facilities should be explored as much possible but that such schemes should offer access at affordable prices to residents

Response

The Council will continue to investigate commercial opportunities through the Project Phoenix Board.

The Council is also working to upgrade the sports booking system to enable greater social media penetration to assist retaining and attracting sports club members.

A new sports booking system came on stream in April and has been widely accepted with the sports clubs with requests being made by community groups and sports coaches for potential usage. E.g. Tottenham Hotspur coach volunteering to develop activity for young people.

Centenary Park has the Multi Use Games Area (MUGA) and Pitch and Putt course let under a management operating agreement, we anticipate the new (MUGA) being constructed in West Harrow Rec has potential to be let under a similar agreement.

Recommendation

We note the success of the existing Park User Groups and recommend that the Council should continue to work in partnership with Parks User Groups through the Parks Forums and that the Council should actively encourage the creation of further Park User Groups where they do not exist. We note the existence of properly constituted groups promotes good governance and allows such groups to apply for grants as appropriate

Response

The operational framework for Park User Groups is designed to set the parameters that will govern both the creation and operation of these groups, including setting the remit for these groups to undertake activities in parks. It is important that the framework ensures there is clear and unambiguous allocation of roles and responsibilities between the Council and groups.

The range of activities undertaken by a User Group depends greatly on the ability of will of its members. Types of function can include:-

- Carrying out amenity works for the betterment of the Park;
- Developing annual work plan so that each year there is clarity of what the Council will do and what the Park User Group will do;
- Producing flower displays and assisting with the maintenance of flower beds;

- Physical work such as sweeping paths, clearing litter, painting and projects;
- Acting as Voluntary Park Wardens and ambassadors;
- Agreed utilisation Park buildings if required to assist with voluntary work;
- Marketing and promotion - assisting with general duties, designing leaflets, and research and event organisation.

The Council has worked on the successes and lessons learnt from older Park User Groups and have encouraged formation of new groups. Over the past year an additional three new User Groups have formed which brings us to 24 active User Groups. We have written a volunteers toolkit to help new groups through the start-up stage and ensure correct governance. We have delivered training primarily around use of power tools, catering, safe guarding, health and safety and 1st aid and have supplied power tools to suitably trained groups.

The Borough Parks Forum was founded in 2015 being led by Members and Officers. In May 2016 the Forum held elections and is now constituted and run directly by volunteers. We will continue to support the Borough wide parks Forum and encourage and nurture new Park User groups.

Recommendation

That the Council should encourage schools to utilise Parks for School activities including a “Daily Mile” to promote health and to combat child obesity. This will also have the benefit of improving concentration and performance by pupils in schools

Response

The Council is establishing and actively promoting a schools daily walk programme across all Infant and Primary Schools.

The Council is expanding the Community Champion scheme to include Young Champions. It is envisaged that the scheme will promote greater use and understanding of our parks.

A core group of schools have adopted the Daily walk Programme. Officers are working to increase uptake.

Work has begun on developing Young Champions and whilst there was early success with two schools this has not been sustainable. The main focus has been on park groups and preparing the Headstone Manor HLF bid. There is still work to be undertaken to support this recommendation.

Recommendation

We note the success and popularity of the “Green Gyms” and these should be expanded as appropriate and as funding is available with a specific focus on parks in the most deprived wards, especially near family homes without gardens

Response

The key objective is to promote health amongst those with potential cardiovascular, diabetes, mobility or obesity issues and also to promote social

cohesion between differing groups of people who share a common desire to increase their fitness levels.

The council has will explore opportunities to expand Green Gyms focusing on need and ensuring a range of activities to include cardio-vascular, core body mobility, upper & lower body strength. Where Park User Groups exist the location will be made in consultation with the group.

We have now installed 25 Green Gyms in total with two more currently being installed and one further linked to the Avanti School development at Whitchurch Playing Fields. This will conclude the Green Gym programme in parks, any further installs will be linked to commercial developments.

Implications of the Recommendation

Resources, costs

The programme has been a success but there should be recognition that it has been delivered without additional resources and there has had to be specific focus on some of the recommendations.

Performance Issues

There are no specific performance issues associated with this report; however performance will be monitored on a quarterly basis

Environmental Implications

None.

Risk Management Implications

This report is not included on the Directorate or any other Corporate Risk Register

Equalities implications / Public Sector Equality Duty

An EqIA was not carried out specifically for this report as it includes no proposals for significant service change.

Council Priorities

The Corporate Plan 2016-2019 sets out the Council's vision; Working together to make a difference for the vulnerable, communities, families and businesses.

The Council's priorities to deliver this vision between now and 2020 are :-

Build a better harrow

Be more business-like and business friendly

Protect the most vulnerable and support families

These have been taken into account when developing the response to the recommendations.

Section 3 - Statutory Officer Clearance

Not Required

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

Section 4 - Contact Details and Background Papers

Contact: Dave Corby, Tel: 0208 424 1758; dave.corby@harrow.gov.uk

Background Papers:

Community Involvement in Parks' Scrutiny review report

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