

Overview and Scrutiny Committee

AGENDA

DATE: Monday 16 September 2019

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2, Harrow Civic Centre,
Station Road, Harrow, HA1 2XY

MEMBERSHIP (Quorum 4)

Chair: Councillor Sachin Shah

Councillors:

Dan Anderson
Jeff Anderson
Sarah Butterworth
Honey Jamie

Richard Almond (VC)
Jean Lammiman
Chris Mote
Kanti Rabadia

Representatives of Voluntary Aided Sector: Mr N Ransley / Reverend P Reece
Representatives of Parent Governors: Mr M Chandran / Ms M Trivedi

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

Representative of Harrow Youth Parliament

Reserve Members:

- | | |
|----------------------------|---------------------|
| 1. Jerry Miles | 1. Philip Benjamin |
| 2. Chloe Smith | 2. Stephen Wright |
| 3. Angella Murphy-Strachan | 3. Norman Stevenson |
| 4. Sasi Suresh | 4. Ramji Chauhan |
| 5. Vacancy | |

Contact: Daksha Ghelani, Senior Democratic Services Officer
Tel: 020 8424 1881 E-mail: daksha.ghelani@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 6 September 2019

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. MINUTES (Pages 5 - 28)

That the minutes of the ordinary meeting held on 4 June 2019 and the special meeting held on 9 July 2019 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, 11 September 2019. 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/CABINET

- (a) Response to the Scrutiny Review into Preventing Youth Violence: (Pages 29 - 38)

Reference from Cabinet.

7. HARROW WALK-IN CENTRE STRATEGY UPDATE (Pages 39 - 54)

Report of the Managing Director, Harrow Clinical Commissioning Group.

8. HARROW STRATEGIC PARTNERSHIP UPDATE (Pages 55 - 68)

Report of the Corporate Director of Resources.

9. CHANNEL SHIFT PROGRAMME - UPDATE (Pages 69 - 78)

Report of the Corporate Director of Resources.

10. DRAFT SCOPE FOR THE SCRUTINY REVIEW OF SHARED SERVICES (Pages 79 - 88)

Report of the Corporate Director of Resources.

11. ANY OTHER BUSINESS

Which cannot otherwise be dealt with.

AGENDA - PART II - Nil

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[Note: The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Wednesday 11 September 2019
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

4 JUNE 2019

Chair:	* Councillor Sachin Shah	
Councillors:	* Richard Almond * Dan Anderson * Sarah Butterworth * Jean Lammiman	* Jerry Miles (1) * Chris Mote * Kanti Rabadia * Chloe Smith (2)
Voting Co-opted:	(Voluntary Aided)	(Parent Governors)
	* Mr N Ransley † Reverend P Reece	
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance: (Councillors)	Janet Mote Christine Robson Krishna Suresh	Minute 69 Minute 67 Minute 67

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

Order of Agenda

With the agreement of the Committee, the order of the agenda was varied by the Chair. Agenda item 9 'Scrutiny review into Preventing Youth Violence' was considered prior to item 7 'Community Safety, Violence, Vulnerability and Exploitation Strategy - Annual Refresh, Youth Offending Team (YOT) Plan, Knife Crime Action Plan' as the two were interlinked and it was essential to take a decision in relation to item 9 prior to the consideration of item 7.

However, for clarity, the business at the meeting is recorded in the order set out on the agenda.

61. Attendance by Reserve Members

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

Ordinary Member

Councillor Jeff Anderson
Councillor Honey Jamie

Reserve Member

Councillor Chloe Smith
Councillor Jerry Miles

The Committee was advised that if a Reserve Member whose intention to attend had been noted arrived after the commencement of the meeting, then that Reserve Member could only act as a Member from the start of the next item of business on the agenda after his/her arrival. Accordingly, Councillor Chloe Smith did not participate in agenda items 1-6 and 9. (See also the note relating to the 'Order to Agenda' above.)

62. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Items 7/9 - Community Safety, Violence, Vulnerability and Exploitation Strategy - Annual Refresh, Youth Offending Team (YOT) Plan, Knife Crime Action Plan/Scrutiny Review into Preventing Youth Violence

Councillor Sarah Butterworth, a member of the Committee, declared non-pecuniary interests in that she worked in a school that was mentioned in the reports. She added that she had also been a member of the Review Group which had conducted a review into Preventing Youth Violence. Councillor Butterworth added that she had been appointed as Portfolio Holder Assistant to the Portfolio Holder for Young people and Schools with the remit on 'Youth Initiatives' and would be briefed on this role in June 2019. She would remain in the room whilst the matters were considered and voted upon.

Agenda Item 9 – Scrutiny Review into Preventing Youth Violence

Councillors Chris Mote and Sachin Shah, members of the Committee, declared non-pecuniary interests in that they had been members of the Review Group which had conducted a review into Preventing Youth Violence. They would remain in the room whilst the matter was considered and voted upon.

63. Minutes

RESOLVED: That the minutes of the ordinary meeting held on 9 April 2019 and the special meeting held on 16 May 2019, be taken as read and signed as correct records.

A Member stated that the following action from the meeting held on 9 April 2019 remained outstanding and requested that relevant officers respond or make contact with the Partner and forward this information to Members after the meeting:

Minute 55 – Community Safety Strategic Assessment 2019

Different communities were targeted by criminals for different reasons. Was there any data regarding this available?

The Acting Borough Commander undertook to look into the matter and feedback to the Committee.

64. Public Questions

RESOLVED: To note that no public questions were received.

65. Petitions

RESOLVED: To note that no petitions had been received.

66. References from Council/Cabinet

RESOLVED: To note that there were none.

RESOLVED ITEMS

67. Community Safety, Violence, Vulnerability and Exploitation Strategy - Annual Refresh, Youth Offending Team (YOT) Plan, Knife Crime Action Plan

The Committee received a joint report of the Corporate Director of People Services and Director of Strategy, which set out the strategic vision of Harrow's Community Safety Partnership in the Annual Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy for 2019-2020 and the Council's Youth Offending Team (YOT) Plan. The report also included the Council's Knife Crime Action Plan 2019-20, a requirement for every Borough arising from the London Knife Crime Strategy which was launched in June 2017. Members were informed that both plans would be considered by Cabinet and Council in July 2019.

The Portfolio Holder for Community Cohesion and Crime introduced the Community Safety, Violence, Vulnerability and Exploitation Strategy and reported that the Council had worked closely with MOPAC (The Mayor's Office for Policing and Crime) and the police in this regard. He added that:

- the previous seven major crimes targets had been replaced with a thematic approach which gave local areas greater control of local community safety priorities. The focus of this approach was to concentrate on harm crime and to tackle high volume crime, details of which were set out in his 'Foreword' to the Strategy;

- the Strategy covered a number of areas and it was important to have a clear focus in the following principal areas: burglaries, particularly aggravated burglaries, knife crime, young people being drawn into crime, domestic violence and hate crime.

The Portfolio Holder thanked the Director of Strategy and his team for the work undertaken.

The Portfolio Holder for Young People and Schools introduced the Youth Justice Plan which had been closely aligned with the Violence, Vulnerability and Exploitation (VVE) Strategy and the Safer Harrow Strategic Assessment with a view to working together on shared goals. She also referred to her 'Foreword' which set out the strategic objectives within the Plan. The Portfolio Holder stated that:

- early intervention was essential and should not start when children were 11/12 years old. It was important to help and work with parents to help them understand their children;
- data and information had been based on a small section of the community. She highlighted the specific work carried out by the Youth Offending Team;
- separate documents of the Strategy and Plan had been produced as they were funded separately and there was a requirement to demonstrate achievements against specific outcomes.

The Portfolio Holder commended the work undertaken by the Corporate Director of People Services and his team under stringent financial situation. The Director of Strategy explained that the Strategic Assessment had been undertaken earlier in 2019 and the report before the Overview and Scrutiny Committee would be submitted to both the July Cabinet and Council meetings. He added that the Knife Crime Action Plan had also been produced as requested by MOPAC. He referred to the template provided by MOPAC which had been completed and submitted in May 2019 and noted the minor amendment required. The actions in the Action Plan would be progressed.

The Divisional Director of Children and Young People referred to the Youth Justice Plan which had been based on the work undertaken by the Youth Offending Team (YOT). He highlighted the following points:

- the child was prioritised over the offender – see the child first, the offence second;
- the Council was at the forefront in providing a multi-professional partnership focused on providing services to young people at risk of committing crime. The importance of 'catching' children when they were young was embedded in the culture of his team.

An officer explained the services offered by the Youth Offending Team and that the team had recognised the importance of providing support early. The team led on various programmes in school for children in Year 7 which were directed towards resisting temptations and building relationships, including the running of parenting classes. His team comprised of a lead for each school.

Members of the Committee made the following comments and asked questions:

- it was not possible to differentiate mandatory crime areas from policies of choice. The Member provided examples and also asked if modern slavery fell within the mandatory crime area. He asked if the various examples he had cited had consciously added to the mandatory areas and, if so, was there a risk of diluting the Strategy;
- was there a limit on areas that could be prioritised. It would appear that those listed on pages 18 and 19 of the Strategy collectively took the priority areas beyond the number which could be effective priorities;
- political priorities need to be clearly identified and Members invited the Portfolio Holder to comment on how these priorities had been identified.

The Director of Strategy and the Portfolio Holders responded as follows:

- given the statutory duties in relation to tackling modern slavery, the Council had agreed to include it as a mandatory crime and other areas could be added to this section. The Director also referred to the motion previously agreed by full Council and which was being progressed;
- the VVE Strategy brought together a number of other strategies together and as they were all interrelated;
- various organisations and partners, such as the voluntary sector, police, fire brigade, Clinical Commissioning Group (CCG), Young Harrow Foundation had contributed to the priorities. The external bodies had provided statistical analysis and the priorities had been based on this information;
- the VVE Strategy and the Youth Justice Plan demonstrated the positive work that was happening across the Council. The overall priority was to ensure the welfare and safeguarding of children and young people.

A Member of the Committee asked if the report from the MOPAC-led taskforce had been received. The Committee noted that the taskforce had been exploring opportunities to secure sustainable CCTV provision in London and was in recognition of the challenging financial climate faced by Councils who were the primary funders of public space community safety CCTV. Harrow Council was one of the sites that the taskforce had visited. The Director of Strategy replied that the report had been received in 2017 and that there was now a move towards digitalisation in order to prevent crime and catch criminals. The same Member asked how the initiative was to be funded

and enquired when a report would be submitted to the Committee. The Director of Strategy stated that the development of the Council's Depot was part of this initiative. He agreed to brief his colleagues on the request for a report.

The following correction was suggested to page 27 under 'Going Forward' of the Strategy: the first sentence to be amended to read 'Harrow Council will increase its ... anti-social behaviour, gang crime and knife crime.'

Another Member raised the issue of modern slavery and enquired about the joint protection order at a site in Brent. He cited an example and enquired if similar ones existed in Harrow. The Director of Strategy undertook to investigate further. The same Member asked the Portfolio Holder for Community Cohesion if zero tolerance on drugs was his local priority. The Portfolio Holder stated that he wanted a zero tolerance policy but local knowledge was required and work was underway.

The same Member was also concerned about the discrepancy in figures in relation to the 'Finance Table' at page 33 of the Youth Justice Plan and enquired about the budget. An officer reported that without the grant, officers would not be able to achieve much of the work undertaken and that they worked as part of a multi-agency team.

The Director of Strategy responded to a question on how regeneration would help reduce crime levels. He explained that design methods could help to 'design out' crime. The impact would be subtle and the intention was to lessen scope for crime and anti-social behaviour.

Another Member commended the work undertaken and was impressed with the number of groups that had shown interest in the various initiatives. He asked if further information could be provided to Members on the work undertaken by Norbury School. The Portfolio Holder for Young People and Schools suggested a meeting with the headteacher of the school.

An officer informed the Committee that positive responses had been received from young people about the work carried at the Wealdstone Centre. He commended the support received from Harrow Youth Parliament and he would remind them that they had a voice on the Committee.

Members of the Committee asked questions about stop and search, knife arches, school exclusions and aggravated burglaries. The Director of Strategy and the Corporate Director of People Services informed the Committee that:

- use of powers under Section 60 of the Criminal Justice and Public Order Act 1994 which allowed police officers to stop and search a person without suspicion were instigated by the Metropolitan Police;
- knife arches would be used randomly and the police provided information details to the Council;

- a bespoke service was provided to schools in relation to school exclusions. All schools were asked to contact the Council with a view to addressing the issue prior to an exclusion being considered;
- the HYOT Plan on page 9 of the Youth Justice Plan provided a summary on how children's issues were addressed;
- guidance was provided to residents on how to make their homes safe. The police were aware of the current model of aggravated burglary worked and were responding to the situation. There were two types of burglaries – opportunistic and targeted.

The Chair thanked the Portfolio Holders for their attendance at the meeting of the Committee. He requested a written response to the question on how priorities had been decided, the work at Norbury School and designing out crime.

RESOLVED: That

- (1) having considered the CSVVE Strategy, the YOT Plan and the Knife Crime Action Plan, the comments set out in the preamble above be submitted to Cabinet for consideration;
- (2) the Portfolio Holders for Community Cohesion and Crime and Young People and Schools respond to the question on how priorities had been decided;
- (3) That officers provide responses to questions relating to the work at Norbury School and designing out crime.

68. Final Report of the Scrutiny Review of Highways Maintenance

The Committee received a report of the Director of Strategy, which set out the findings and recommendations of the Scrutiny Review of Highways Maintenance.

One of the co-Chairs of the Scrutiny Review Group, who was also a Member of the Committee, introduced the report of the Review Group and informed Members that the review had been undertaken as a result of the concerns expressed by residents in the 2017 Residents' Survey. The purpose of the review had been to better understand and influence how the work relating to the highways was prioritised in order to better inform, engage and consult residents. She explained how the Review Group had arrived at the recommendations set out in the Review Report. She highlighted the need for informed and effective communication with residents.

Members of the Committee made the following observations:

- that communication with residents was a key issue and, in order to create an effective database, it was essential that all complaints were logged. It was important that both residents and Councillors followed due processes, which would help with the RAG Status and identify

hotspots in the borough. She pointed out that the processes in place ought to be made easier to use. She alluded on her own experiences with her constituents and highlighted the need to keep residents informed of the actions taken by officers in order to show that officers had listened to them and to improve perception of the Council;

- frequent and open communication with residents was important. He also suggested that the Scrutiny Lead Members ought to give consideration to the timings of review group meetings as it was not always possible for Members to attend daytime meetings;
- it was important that residents did not feel disengaged. Communication with Councillors was also important. For example, it was essential that Members were kept informed of any contract renewals so that they were aware of possible changes to services;
- communication ought to be transparent and would help build trust. It was important that priorities identified were implemented. The Member cited an example of roads in his Ward which had been prioritised for re-surfacing only to find roads with less priority being re-surfaced;
- political input was important due to Councillor knowledge. It was important that the use of the EE-members portal for reporting issues did not result in Councillors becoming a form of a 'telephone exchange'. The Member referred to how addressing of 'little things made a big difference'.

The same co-Chair of the Scrutiny Review Group thanked members of the Review Group for their participation in the review process. She also thanked officers for sharing the challenges they faced in delivering services and showcasing their skills with humour.

The same co-Chair of the Review Group also thanked Members of the Committee for their comments that evening and suggested that, based on their comments, a 'wash-up' of the work of the Review Group was essential in order to 'home in' on their experiences and suggestions on communication and related matters.

RESOLVED: That

- (1) the report of the Scrutiny Review Group on Highways Maintenance be endorsed;
- (2) the report and the recommendations be submitted to Cabinet for consideration and response;
- (3) the implementation of the recommendations be reviewed by the Overview and Scrutiny Committee after 12 months.

69. Scrutiny Review into Preventing Youth Violence

The Committee received a report of the Director of Strategy, which set out the final findings and recommendations of the Scrutiny Review into Preventing Youth Violence, which had been established to scrutinise the Council's work into tackling youth violence. The purpose of the review had been to investigate how the Council might use all of its policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime.

The Chair of the Review Group introduced the report and made the following amendments to the report:

- page 1 – to include 'Councillors Camilla Bath and Maxine Henson' who were had been Members of the Review Group;
- page 20, first paragraph commencing 'Officers said that they have lunch at the Helix ..' – to delete reference to 'those children were from the Helix';
- page 34, last paragraph commencing 'In addition to this, last year, The Helix ...' – to delete reference to 'the Afro-Caribbean community, due to the statistics that supported that largely this sort of crime was perpetrated by the Afro-Caribbean community' and replace it with 'certain groups in the community'.

The Chair of the Review Group introduced the report from the Preventing Youth Violence Scrutiny Panel and referred to her 'Foreword'. She highlighted the following points:

- recognition was needed that young people were individuals and ought to be treated as such;
- the positive work into preventing youth violence in Harrow had exceeded her expectations and that, during the review, the message coming through from young people was that they wanted 'something to do' and it was therefore important that facilities were provided to allow them to engage in activities. She cited the example of Wealdstone Centre which provided various facilities to help engage young people;
- young people who had engaged in the review had been shocked to learn of the consequences of crime and how it could impact on their future. It was important that information and consequences of crime were also conveyed to primary school children. A strategy setting out information on where and how to get help and who young people could talk to was essential. Children would face both good and bad choices and required guidance.

The Chair of the Review Group responded to questions from Members of the Committee as follows:

- it was important to engage with primary school children. She was disappointed that a number of national initiatives to engage with young people had stopped, such as the Junior Olympics and the work that Claire Ginger from the police had done with young people. Harrow Schools had stopped the latter as a result of pressures on funding. She had asked the Safer Neighbourhood Harrow Board to identify resources and provide material such as books that other boroughs had provided. She referred to two books, one provided by Islington Council which had been sponsored by the Arsenal Football Club. She outlined the contents of the book which had also provided children with a useful contact list. A Rotary Club had sponsored a book titled 'Watch Out – Child Guide to Every Day'.
- the Cadet Programme run by the police at Harrow's Nower Hill School was to be disbanded as a result of the withdrawal of funding by MOPAC. Up to 160 young people attended this initiative and the funding had become an issue as the police had to also pay for the venue. The programme also attracted referrals from the Youth Offending Team (YOT). Additionally, some young people had a poor perception of policing and this programme had helped to correct and alter this image. A Member of the Committee expressed her disappointment that the programme would be disbanded and suggested that the representative Deputy Lieutenant, a champion of an inclusive society, might be able to identify other funding streams with a view to continuing this initiative;
- the initiative 'police in charge of schools' was due to commence in primary schools and it was important that the primary and secondary schools were encouraged to take up the offer. However, it was important to recognise that the police too had a resource issue as police recruitment levels were low;
- the recommendations of the Review Group would be added to the VVE Strategy and the YOT Plan with a view to their incorporation in their respective work areas;
- some of the additional points set out on page 48 of the Review Group's report were being addressed by the Council and the remaining ought to be progressed.

The Director of Strategy welcomed the recommendations set out in the report of the Review Group and pointed out that to implement some of the recommendations, new resources would need to be identified which could prove challenging. Improved communication, greater awareness and external funding bids would be explored. The work to consider how to implement the recommendations was already underway. He referred to recommendation 3 of the Review Group's report which stated that 'The Council explore interventions that would prevent young people from using and dealing in drugs' and explained that this recommendation had been a key driver of the report on 'Community Safety, Violence, Vulnerability and Exploitation Strategy - Annual Refresh, Youth Offending Team (YOT) Plan, Knife Crime Action Plan' at agenda item 7. He added that the Council had commenced work in

addressing recommendation 2 - 'the Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy' and the continued good relationships with schools would help drive this recommendation forward. He added that Recommendation 1, 'each time a strategy or policy was reviewed, a specific perspective on reducing youth violence should be included' was a matter for the Cabinet.

The Director of Strategy and the Divisional Director Children and Young People responded to questions from a Member of the Committee on the funding arrangements at item 7 of the agenda, page 137 of the agenda referred, and its inclusion in the Council's budget. They explained how the YOT was funded. They added that further funding would need to be explored and explained that the voluntary sector might be able to attract other funding streams. They added that funding for Children Looked After (CLA) had been reduced.

The Portfolio Holder for Community Cohesion and Crime thanked the Chair of the Review Group for a comprehensive report. The Portfolio Holder stated that Harrow was a diverse borough and the language barriers meant that constructive discussions were required between parents and schools. He added that effective communication was key to unlocking perceptions.

On behalf of the Committee, the Chair thanked the Chair of the Scrutiny Review Group and the Portfolio Holder for Community Cohesion and Crime for their attendance. The Chair was pleased with the positive response of the Portfolio Holder and expected that the work of officers would help influence and enhance existing policies.

RESOLVED: That, subject to the changes to the report of the Review Group set out in the preamble above,

- (1) the report of the Scrutiny Review Group into Preventing Youth Violence be endorsed;
- (2) report and recommendations be submitted to Cabinet for consideration and response;
- (3) the implementation of the recommendations be reviewed by the Overview and Scrutiny Committee after 12 months.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.58 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

9 JULY 2019

Chair:	* Councillor Sachin Shah	
Councillors:	* Richard Almond * Dan Anderson * Sarah Butterworth * Honey Jamie	* Jean Lammiman * Jerry Miles (1) * Chris Mote * Kanti Rabadia
Voting Co-opted:	(Voluntary Aided) † Mr N Ransley * Reverend P Reece	(Parent Governors) * Mr M Chandran † Ms M Trivedi
Non-voting Co-opted:	Harrow Youth Parliament Representative	

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

70. Attendance by Reserve Members

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

Ordinary Member

Councillor Jeff Anderson

Reserve Member

Councillor Jerry Miles

71. **Declarations of Interest**

RESOLVED: To note that the following interests were declared:

Agenda Item 4 – Question and Answer Session with the Leader of the Council and Chief Executive

During the question and answer session, Councillor Jean Lammiman, a member of the Committee, declared a non-pecuniary interest in that she had recently been interviewed in relation to the inspection of The Local Area (LA, CCG and NHS) for the SEND (Special Educational Needs and Disability) Reforms, an inspection which had been conducted by Ofsted. She would remain in the room whilst the matter was considered and voted upon.

During the question and answer session, Councillor Chris Mote, a member of the Committee, declared a non-pecuniary interest in that his wife, Councillor Janet Mote, had met the Inspection Team in relation to the inspection of The Local Area (LA, CCG and NHS) for the SEND (Special Educational Needs and Disability) Reforms, during the introductory and feedback meetings. He would remain in the room whilst the matter was considered and voted upon.

RESOLVED ITEMS

72. **Appointment of Parent Governor Co-opted Members of the Overview and Scrutiny Committee**

RESOLVED: That Mr Manoj Chandran (Whitmore High School) and Ms Mandeep Trivedi (Stanburn Primary School) be appointed as Parent Governor Co-opted Members of the Overview and Scrutiny Committee for the Municipal Year 2019/20.

73. **Question and Answer Session with the Leader of the Council and Chief Executive**

The Chair welcomed the Leader of the Council and the Chief Executive to the meeting. The Chair outlined the purpose of the question and answer session which was to scrutinise the Leader and the Chief Executive in relation to their decisions and performance, including initiatives and projects. He outlined how the meeting would be conducted and requested all those present to refrain from politicising this meeting and to uphold the spirit in which scrutiny operated and worked across party lines.

Prior to the consideration of questions from the Committee, the Chief Executive and the Leader of the Council referred to their presentation circulated with the supplemental agenda and provided an overview of the following: strategic context, strategic response and strategic priorities.

The Chief Executive stated that:

- he had worked in local government for many years but that he had not experienced the degree of uncertainty and challenges that currently faced local government;
- local government was facing a significant flux and a great deal of uncertainty and these aspects had been evident at the Local Government Conference he had attended during the previous week;
- the country was 'wrestling' with Brexit and there was uncertainty in relation to how it would impact on the economy and on future government policy. The style and approach of the government was likely to change with a new PM and ministerial team which, in turn, would impact on policy and the legislative environment, particularly in relation to the major issues facing local government on housing, health and social care and education. He expected changes in the funding of local government which would impact on Council Tax, fair funding and the comprehensive spending review.

The Chief Executive reported on the major issues that he had been leading on since joining Harrow in February 2019:

- (1) the Regeneration Programme, including proposals for the procurement of a Strategic Development Partner to assist with the delivery of a number of core strategic development sites in Harrow;
- (2) the Council's Medium Term Financial Strategy (MTFS).

He added that, in parallel, the following issues would be ongoing: service delivery and the Council's future direction of travel, including a refresh of the Harrow Ambition Plan. It was important to ensure that the services provided within the financial constraints of the Council were good and effective and that the budget was on a sound footing. In the longer term, a focused Harrow Ambition Plan was required. The Council's policy agenda would focus on the integration of health and social care, an effective HR, organisational and staff development, including performance management. It was important that the culture of the organisation was fit for purpose.

The Leader of the Council added that Harrow was a low spending/high achieving Council and the government's future funding plans would determine the Council's direction of travel. It was therefore difficult to plan ahead.

The Chair invited questions from Members of the Committee.

- Q - Harrow Ambition Plan/Corporate Plan/Shared Services:**
The strategic priorities indicated that a new outcome focused Harrow Ambition Plan was required. The Council's Corporate Plan was not focused as it contained minute detail. The modernising agenda appeared to have slowed down. What lessons had been learnt from the ending of the HR and Legal Services arrangements with Buckinghamshire County Council? What income targets had been set from the sale of commercial

services? Scrutiny would be focusing on shared services with a view to carrying out a review.

- A -** The Chief Executive identified some of the strengths in the current approach in relation to the Harrow Ambition Plan. However, it was important to address some of the areas differently by focusing on what the Council wanted to achieve for the borough, including a focus on outcomes such as employment and skill set. It was essential that the Plan was owned by the various partners, such as businesses, police and colleges. In a number of areas he would be looking for something different - the Plan needed to be about the place as much as the Council.

The Chief Executive stated that Buckinghamshire County Council was moving towards the creation of a new single, county-wide unitary council and was therefore moving away from the shared service arrangements with Harrow Council. He was of the view that whilst the shared legal arrangements had worked well, the HR element had not served the Councils well and might have been the contributing factor. Too much financial support had been removed from the HR area and, looking ahead, he was uncertain if Buckinghamshire County Council would have been an ideal partner. In terms of the lessons learnt, it was important to identify from the outset what you wanted the service to achieve and how it should perform.

The income targets as at 2022 were £5m of which £2.4m had been identified. A further £2.9m needed to be achieved of which £600k had been identified for 2019/20, and the remainder would need to be achieved as follows: £1.25m in 2021 and £1m in 2022. These targets had been set out in the MTFs (Medium Term Financial Strategy) report submitted to the Cabinet and the targets set were stretched.

The Leader of the Council stated that the commercialisation agenda had not changed. The delay had been due to the works intended at the Depot site. He added that the HR service would be brought in-house and should be seen as an opportunity to re-design the service for the benefit of the Council. Other shared services, such as HB Public Law, were working well.

- Q -** **Regeneration:**
Under a joint venture model, how would the Council be able to make sure that it got what it wanted and was not forced into doing things that the partner wanted the Council to do?

What is the current thinking about where the new Civic Centre would go?

Regeneration must be through the whole of the Borough not just the centre. What plans have you for all parts of Harrow?

- A -** The Chief Executive informed Members that the Council would enter into a legally binding partnership with a development partner each

owning half of the company. The Council would then have both influence and control as a joint partner. Any decisions would have to be agreed by both the Council and the Private Sector Partner.

The Chief Executive added that, as part of the procurement process, the Council would define its intentions and requirements for the sites, such as housing and a new Civic Centre. The Council was also the planning authority and had obligations to meet. Inevitably, in any partnership, there would be compromises and the Council, to some extent, would be giving up some degree of control and sharing risks.

In terms of a new Civic Centre, the Chief Executive stated that the intention was not to re-provide the same Civic Centre but to generate housing, including affordable housing, on the Poets Corner site. However, for the site to be financially viable, a new Civic Centre would be required on an alternative site and the Peel Road site was the preferred option although the Council would be open to other suggestions and criteria would be set out as part of the procurement process.

The Chief Executive added that the Council had spent a great deal of time on the Regeneration Programme for the sites it owned. Some regeneration had been led by the private sector, such as on the Kodak site, and there was a plethora of different types of regeneration being carried out in the borough. He added that the regeneration of the borough as a whole would be a requirement of the partnership approach with a developer but that the Council was currently concentrating on a number of key sites which it had struggled to get off the ground.

The Leader of the Council referred to the regeneration of Edgware and added that the tender process was underway and that external legal advice would be sought on contracts/tenders. He added that some 60 companies had shown an interest but it was likely that up to four companies would form a shortlist of businesses that would want to work with the Council and be willing partners.

The Leader informed Members that the Council was also in discussions with neighbouring boroughs, namely Barnet and Brent Council with a view to a lead borough being identified. Discussions were also ongoing on the future of the A5 corridor which was a long term project and would require government support and finance.

- Q - Joint Venture/Funding & Profit:**
How would a joint venture work, as it would require the agreement of both parties? The cost, expertise available and capital funding were essential ingredients. Any developer would not only want to recover costs but also make profit. They will also look at sites other than the core sites identified. Did the Council understand and appreciate all the elements involved?

The report to Cabinet identified a debt figure of £446m. The Treasury Outturn report identified figures as at March 2019 and a net borrowing of £320m. The report(s) also identified other long term liabilities. Which figures were correct?

- A -** The Chief Executive stated that both officers and Members were aware of the requirements of any private developer, including the profit element. It was important to recognise that the Council would also benefit from any profit made. The work relating to a joint venture was complex and a great deal of work would be required. All elements would be explained to Members.

The Leader of the Council stated that any partnership would require an assessment of profit and risk involved.

The Chief Executive stated that he would ask the Director of Finance to respond to the query relating to the figures. The questioner stated that he had given notice of this question on the administration's view of the actual and potential levels of the Council's debt, taking into account the Property Acquisition and two-year Budget Strategy papers in the July Cabinet agenda and also income now and in future from Project Phoenix schemes. The matter had also been raised at the GARMSC. The Chair of Overview and Scrutiny Committee acknowledged that prior notice had been given and requested that a written response be provided to Members.

- Q - Joint Ventures/Housing:**
It had been accepted that the Council would require external expertise to move joint ventures forward. How confident was the administration that the joint ventures in place would be successful?
As part of the Regeneration agenda, some affordable housing had not been sold. Did the Council have any projections and how would the plans work?

- A -** The Leader of the Council stated that whilst there was expertise within the Council, external advice would also be required. The Council did not have experience in regenerating major sites and would be looking for a partner to ensure better value. He added that the housing market was unstable and that developers would not build homes unless there was confidence in the market.

The Chief Executive added that the alternatives available to the Council were to explore the possibility of a joint venture, develop the sites or hand over the sites to another party. None of the options were fool proof and a sensible and prudent approach would be required to develop complex sites. He expected a degree of uncertainty to remain in the medium term and the procurement process would commence over the next two years. The scheme was expected to last over a period of 10 years and the Council would need to manage any challenges in the interim period.

The Chief Executive pointed out that there was an element of risk involved in any joint venture and the Council was looking to ensure that any proposals were cost neutral. He reported that a detailed legal agreement, which would set out expectations and a time period, would be necessary. It was important to ensure that the Council had the ability to flex tenure to manage changes in the financial and housing markets.

- Q - Performance:**
Councillors often received complaints about waiting times for the Call Centre. As the Council moves to more online services, how would it meet residents' expectations?

Councillors have had a number of complaints about the garden waste service this year. What changes would the Council be making for the following year?

- A -** The Chief Executive acknowledged that there were issues with the service which had generated complaints and inherent in the question was that it was important to get delivery right at the first attempt. The Council also needed to fundamentally review its processes and make them simple to use/implement, particularly at the time of automation. He would be investing in the Council's website and new technology and he recognised that there was a requirement to ensure that new systems worked before other channels of communication were 'switched off'.

The Leader of the Council was concerned about the lack of resilience. He added that as the Council moved many of its services online, it was important that back office functions were also connected. He added that the Portfolio Holder for Community Engagement and Accessibility was exploring options for those who were not able to access services online.

- Q - Regeneration/Transport Links:**
Was the TfL (Transport for London) involved in the proposed Regeneration of the borough as transport links would be vital as a result of the reduction in car parks?

- A -** The Leader of the Council reported that the TfL had also suffered from cuts in its budget and bus routes had suffered losses. The congestion at Harrow Bus Station, including the services available in North Harrow, continued to prove challenging. The TfL was also challenged by low emission bus routes as single deck buses were vibrating more than double deck buses. Discussions with network rail were in train to ensure key transport links to the borough did not suffer and were improved. In regard to the Kodak site, it was important that there were good transport links from Harrow Weald to Harrow Bus Station, including connections to Harrow Leisure Centre and Northwick Park Hospital.

The Chief Executive added that there was a need to articulate the transport infrastructure required and set out a clear vision prior to lobbying the TfL.

- Q - Budget:**
The Council had a large budget gap. You are taking a paper to 11 July Cabinet meeting. Can you explain your plans?

There are plans to consult on changes to Council Tax support. How would the Council ensure that the poorest were not affected.

- A -** The Chief Executive stated that the Council Tax Support Scheme (CTSS) was not a saving exercise. The aim was to ensure that the Scheme worked for recipients due to the changes to Universal Credit. Consultation would be undertaken to ensure that there were no unintended consequences and detriment to recipients. There was an aspiration - in the longer term - to put more money into the Scheme.

The Chief Executive referred to both the Council Tax and Social Care precepts and that any changes in government policy could have significant impact on both. Changes in policy would not be expected until the autumn and the CTSS would provide choice. The large number of grants specific to this area might also stop. Early indications from the two candidates for the PM was that more money would be provided to the public sector and that funding for social care needed to change. In the interim, it was important for the Council to bridge its budget gap by making more efficiency savings, attract further commercial investments and progress the Transformation Plan.

The Leader of the Council stated that for the Council to bridge its current budget gap, it would require a 20% increase in Council Tax. The challenge was to explore ways in which funding could be redistributed to reduce impact.

- Q - Regeneration/Communication:**
A holistic approach to the Regeneration Programme was required and the issues faced by the Council needed to be communicated, as the Council should not be seen as the 'enemy'.

The Council's Community Lottery to raise money for local causes had been communicated poorly and it was important for the Council to ensure that any early enthusiasm did not wear off.

The management of waste collection and maintenance of highways were key issues. There was a need to address these and improve communication when incidents were reported by residents. There was an issue of how Members reported such incidents and the need for them to follow procedures set. Members and residents also needed confidence in the processes.

How was the Council going to take the issues raised above forward?

A - The Chief Executive acknowledged that communication was poor and he recognised the need to develop and improve existing systems. It was important that the Council did not set expectations it could not meet. Moreover, it was important to ensure that issues were addressed and dealt with first time. He cited the example of garden waste collection and pointed out that, whilst the issues had been largely resolved, the Council ought to have got it right first time. The Leader of the Council said that the garden waste scheme had been made too complicated.

Q - Education/Young People:
The Strategic Priorities relating to Health and Social Care and Adult Social Care ought to be commended. However, why was there no reference to Education as a focus on how young people/schools would help build on successes of the past? For example, the young people were facing many challenges and the governors in schools were also facing challenges as their duties were becoming onerous. Where did Education fit into the priorities as the priorities concentrated on commercialisation and partnerships?

A - The Chief Executive stated that the priority areas were linked to improvements required and, perhaps, the 'Strategic Priorities' ought to be redefined as 'Priorities for Improvement'. He was not being complacent about Education as a priority and he had spent a great deal of time with Headteachers recently. He referred to the recent inspection of The Local Area (LA, CCG and NHS) for the SEND (Special Educational Needs and Disability) Reforms, an inspection which had been conducted by Ofsted and that he was pleased with the outcome. The schools were part of the 'Harrow family' and their achievements would continue to be supported.

The Leader of the Council stated that education was important. The Strategic Priorities were cost drivers and it was important to get them right, including the direction of travel. Otherwise, it would be difficult to plan ahead.

Q - Scrutiny Process:
As Chair of Overview and Scrutiny Committee, I was asked to agree that the report on Vaughan Road was urgent and could be considered at the July 2019 Cabinet meeting. Additionally, I was asked to approve that the decision on Vaughan Road was urgent and would not be subject to the Call-In process. All aspects were agreed by me. I was also assured that Ward Councillors had been informed. It subsequently transpired that the assurances given were not correct and, subsequently, the report was withdrawn from consideration. Can you assure me that officers, in the future, would pay due respect the scrutiny process and have regard to its process and function?

- A - The Chief Executive stated that, as a champion of scrutiny and the Overview and Scrutiny Committee's functions, it was important that officers were held to account. He would discuss the matter further with the Chair separately.

The Chief Executive added that the 'overview' element of scrutiny was also about how it could influence policy and it operated in the form of a select committee. Scrutiny acted as a check and balance on local decision-making with Councillors working across party lines. He would take back the concerns of the Chair to his colleagues.

- Q - **Council's Website:**
Can the Council test run online systems with partners/public bodies? For example, it took 16 clicks to find reference to Dementia on the Council's website.

- A - The Chief Executive acknowledged that it was important that information was easily accessible and he would be discussing this matter with the Council's digital web team. He recognised that it would be mutually beneficial to have the systems tested which would help the Council to operate effectively.

- Q - **Budget/Council Tax/Reserves:**
It was difficult to understand the financial situation of the Council. The Council Tax had risen year on year and a respite was needed. There was a surplus on the budget and the Council had reserves. Why was CT rising?

- A - The Leader of the Council explained that the figures had changed due to receipt in grant funding of £4.5m. Borrowing money had allowed the Treasury Management debt to be restructured. The Director of Finance had stressed that Capital Funding could only be approved upon receipt of a robust business case. He would ask the Director of Finance to clarify how reserves could be used. The cost of services had risen whilst government grants had been reduced. Some of the funding gap had been mitigated by an increase in Council Tax.

The Chief Executive explained that external borrowing was in the region of £346m for 2019/20 and this figure was expected to rise to £450m in 2020/21. He expressed a view that if possible the Council should improve on the level of unallocated reserves available to the Council and there was a need to ensure that the reserves were over and above a minimum figure of £10m. There was a total of £53m in allocated reserves.

- Q - **HR/Member Development:**
What were the issues with the Council's current HR function? Additionally, why was Member Development seen as a poor relation?

A - The Chief Executive stated that he was striving for a modern, up to date, high quality HR service. He believed that there had been under investment in staff training and development. Early results from the recent staff survey had highlighted this point and it was important that staff were helped to be effective. The quality of leadership and training/development were key to achieving effective staff. Good industrial relations were also important and investment was also required in this area.

The Chief Executive agreed that Member Development was also important and should not be seen as a poor relation. The Member asking the question stated that the officer responsible for this area required additional support. In response, the Chief Executive stated that the newly appointed Director's remit was to develop a management development programme, enhance the service and re-establish it.

In conclusion, the Chair sought assurances from the Chief Executive about scrutiny's involvement in any proposed joint venture and shared service proposals and that scrutiny ought to be at the heart of these proposals so that it could carry out its role to provide checks and balances. The Chief Executive agreed with these sentiments and stated that he would need to take guidance on the mechanisms to use for this to happen.

The Chair thanked all for their attendance and contributions.

(Note: The meeting, having commenced at 7.32 pm, closed at 9.28 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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OVERVIEW & SCRUTINY COMMITTEE – 16 SEPTEMBER 2019

REFERENCE FROM CABINET – 11 JULY 2019

211. Response to the Scrutiny Review into Preventing Youth Crime

RESOLVED: That

- (1) the recommendations of the Overview and Scrutiny Committee be noted; and
- (2) the actions undertaken in response to the recommendations as set out in the officer report, be noted.

Reason for Decision: The recommendations and responses were based on the outcome of the Preventing Youth Violence Scrutiny Review process.

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

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

FOR INFORMATION

Background Documents:

Council's Constitution

Agenda of the Overview and Scrutiny Committee – 11 July 2019:

Report on the Scrutiny Review into Preventing Youth Violence

Contact Officer:

Bob Wearing

Email: bobwearing@harrow.gov.uk

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REPORT FOR: CABINET

Date of Meeting:	11 th July 2019
Subject:	Response to the Scrutiny Review into Preventing Youth Violence
Key Decision:	No
Responsible Officer:	Paul Hewitt, Corporate Director of People
Portfolio Holders:	Councillor Krishna Suresh, Portfolio Holder for Community Cohesion and Crime, Councillor Christine Robson Suresh, Portfolio Holder for Young People and Schools
Exempt:	Yes
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	Preventing Youth Violence Scrutiny Review

Section 1 – Summary and Recommendations

This report provides responses to the recommendations from the Regeneration Scrutiny Panel Report on Preventing Youth Violence from April 2019

Recommendations:

Cabinet is requested to:

- Note the recommendations of the Overview and Scrutiny Committee
- Note the actions undertaken in response to the recommendations as set

out in this report.

Reason: (For recommendations)

The recommendations and responses are based on the outcome of the Preventing Youth Violence Scrutiny Review process.

Section 2 – Report

Introductory paragraph

The purpose of the review was to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime. Specifically, the review aimed to:

- Understand how a 'Public Health approach' can contribute to reducing youth violence, to identify changes we could make to Council policies and strategies so they contribute to the reduction in youth crime and ASB
- Understand what the drivers are behind the rise in youth crime in Harrow and best practise in other boroughs
- Inform the Council's refresh of the VVE strategy, including the role of consultation with young people
- Investigate the better use of intelligence to target key people to stop youth violence and deter involvement

The measure of success for this scrutiny review was to ensure policy changes are agreed; that there is a greater understanding amongst decisions makers to make a difference to young people's lives, through partnership working and information sharing; and to enable the better use of intelligence to target key people to stop youth violence and deter involvement.

Background

This Scrutiny Review has involved desk research conducted by the Policy Team, one Challenge Panel and a series of meetings and field visits as detailed below:

- Policy Officers undertook desk research into the public health approach to youth violence. The aim was to give members an understanding of the origins of the public health approach and its aims. The panel also had the opportunity to examine the Council's Community Safety and Violence, Vulnerability and Exploitation Strategy, the most recent Youth Offending Team data, the 'This is Harrow' young people needs analysis, and the Mayor's Office of Policing and Crime London Crime Prevention Funded programmes, which include programmes, that seek to tackle some aspects of youth violence.

- Members also undertook a series of meetings with Children’s Services and Community Safety Team & Observation of the Daily VVE meeting, a meeting with police in-charge of schools, a meeting with Dan Burke from the Young Harrow Foundation, and a meeting with PK Maselino at The Helix, a Pupil Referral Unit. Field visits took place to Ignite, The Wealdstone Centre, Rooks Heath School with participants of Synergy Theatre, the Cadets at Nower Hill School.
- One Challenge Panel was held, with questions being put to the Corporate Director for People’s, the Divisional Director for Children’s, the Director of Strategy, and the Head of Service for Community Safety.

Recommendations and responses

The Community Safety VVE and Youth Justice Plans are on the agenda which is why this report is also being considered at this meeting. References are based upon the published cabinet papers. It is also worth noting that the plans were considered after the Youth Violence Scrutiny review report at Overview and Scrutiny as part of a consultation as these papers proceed towards a discussion at Cabinet.

The table below sets out responses to the recommendations arising from the Scrutiny Review into Preventing Youth Violence:

No.	Recommendation	Response
1.	Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.	<p>For Corporate Directors and Corporate Strategic Board to cascade the message and to check that all strategies consider how policies impact on preventing youth violence as they go through the sign-off process.</p> <p>The Policy Team are currently undertaking a strategic piece of work that looks at all strategies, identifying the Council and Harrow’s partnership approach and current offer for young people in Harrow.</p>
2.	The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy.	<p>The Community Safety and Violence, Vulnerability and Exploitation Delivery Plan which has been developed in collaboration with partners and members of Safer Harrow will help the Safer Harrow partnership to achieve the priorities agreed in the Community Safety and Violence, Vulnerability and Exploitation Strategy.</p> <p>The Delivery Plan is an appendix to the report.</p> <p>This Delivery Plan includes actions aimed at</p>

		<p>ensuring there is a joined up approach between all key stakeholders. The Youth Justice Plan outlines the governance and partnership arrangements (please refer to Harrow the Youth Justice Plan 2019/20, p32) for our working together towards the agreed priorities (refer to Youth Justice Plan 2019/20, p30).</p> <p>In addition, the YOT team includes YOT specialist police officers and education specialists. The agencies are also represented on the governance / management board.</p> <p>More recently, the Council have strengthened their partnership with the police, including introducing a new model of contextual safeguarding that is being delivered by the University of Bedfordshire, which youth practitioners in the Council, the voluntary sector, schools and police colleagues are being trained up in. It is hoped that this new approach will lead to a more unified strategic understanding of the issues faced by young people and how to tackle them holistically.</p>
3.	The council to explore interventions that prevent young people from using and dealing drugs.	<p>A conversation around possible interventions to prevent young people from using and dealing drugs has already started in the form of workshops with partners and the VCS. Discussions are also being led by a head teacher at Harrow High School looking at establishing a referral process for schools, building on the work already carried out in the Multi Agency Safeguarding Hub (MASH).</p> <p>The Community Safety and Violence, Vulnerability and Exploitation Delivery Plan outlines a range of relevant interventions, which include:</p> <ul style="list-style-type: none"> • Having workers from Compass (substance misuse service) within the YOT who carry out screening, training, 1:1 and group work with clients and provide skills training for practitioners • Having a good relationship with Westminster Drugs Project, who provide interventions for those over 18 years.

		<ul style="list-style-type: none"> • Having an integrated Youth Offer to passport relevant young people into Youth services and programmes where they can enhance their decision making skills to build their resilience • Having skilled practitioners within the YOT who work 1:1 with young people who have admitted or been found guilty of relevant offences using evidenced based approaches to help them reduce their offending behaviour in future • Seeing children as vulnerable in the first instance and working with colleagues in social care to address social care vulnerabilities <p>(Please refer to the Harrow Youth Justice Plan 2019/20, Page 9 and 30).</p>
4.	Harrow Council explores the use of early intervention programmes in year 6 of primary schools	<p>The Early Support Service has a well embedded Schools engagement programme and every school now has a named contact within the service. Each school is contacted and offered a tailor made early intervention programme. Primary Schools often want support regarding offering school based parenting support and support with transition. About 75% of schools have taken up the Early Support Offer in some way. Secondary schools have requested “mental toughness/resilience building courses” and demand is currently outstripping supply so we are currently training other practitioners to deliver these programmes. The Early Support Service will look to develop it’s school offer to include work specifically aimed at Year 6 and particularly around vulnerable young people. This will then form part of the standard offer to schools to take up.</p> <p>In addition to this Harrow’s partnership are exploring a number of avenues to fund an early intervention programme specifically aimed at children aged 10, who are in year 6. This programme will aim to help young people transition from primary school to secondary at a crucial time, where young people are faced with significant life changes.</p>

Options considered

Ward Councillors' comments

Performance Issues

There are no performance issues impacted.

Environmental Implications

There are no environmental impacts.

Data Protection Implications

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Procurement Implications

There are no procurement implications.

Legal Implications

There are no legal implications.

Financial Implications

There are no financial implications.

Equalities implications / Public Sector Equality Duty

An EqIA was not carried out specifically for this report as it includes no proposals for service change. Where changes result from the acceptance of these reports recommendations, these will be accompanied by an EqIA.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. Supporting Those Most in Need

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence
- Children and young people are given the opportunities to have the best start in life and families can thrive
- Reduce the gap in life expectancy in the borough

Section 3 - Statutory Officer Clearance

Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director
Date: 27/06/2019		

MANDATORY	
Ward Councillors notified:	YES impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	If 'NO' state why an EqIA is not required for Cabinet to take a decision
An EqIA was not carried out specifically for this report as it includes no proposals for service change. Where changes result from the acceptance of these reports recommendations, these will be accompanied by an EqIA..	

Section 4 - Contact Details and Background Papers

Contact:

Mark Scanlon
Head of Service | Early Support and Youth Offending Service
Peoples Directorate, Harrow Council | Civic Centre | HA1 2XY
Switchboard number: 020 8863 5611 | Extension 6610
mark.scanlon@harrow.gov.uk

Background Papers: There are no background papers.

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

NO



Item: # Document: #

Meeting name:	Overview and Scrutiny Committee and Scrutiny Sub-committees
Date	Monday, 16 September 2019

Title of paper	Harrow Walk-in Centre strategy update
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Author/s	Tom Elrick, Assistant Managing Director of Planned and Unscheduled Care, Harrow CCG Pam Clarke, Programme Lead, Harrow CCG			
Responsible Director	Javina Sehgal, Managing Director, Harrow CCG			
Clinical Lead	Dr Genevieve Small			
Confidential	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

The Committee is asked to:
The Committee is asked to note the update on the review by Harrow CCG of the existing Walk In Centre provision at Pinn Medical Centre and the Belmont Health Centre, and the proposal to change both to GP Access Centres in 2019 subject to Governing Body approval.

Strategic Objectives and Board Assurance Framework
Reduce avoidable hospital admissions and enhance the safety quality efficiency and sustainability of hospital services Contributing towards a financially sustainable health and care economy through effective management of resources to ensure capability and capacity to deliver.

Summary of purpose and scope of report
<p>Summary</p> <ul style="list-style-type: none"> • Harrow CCG is reviewing walk-in and wait services provided at Belmont Health Centre and the Pinn Medical Centre • This is in line with guidance from NHS England, and follows the successful transition of the Alexandra Avenue walk-in centre to a GP Access Centre • The timeline for the Belmont Health Centre to become a GP Access Centre is November 2019 as part of the annual contract review • The opening times for the Belmont Health Centre will remain unchanged

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- The timeline for the Pinn Medical Centre is to be determined, subject to clarity on how the current contractual dispute will be resolved
- The messages around equality of access, focus on a service for Harrow patients etc. Inequity and health inequalities
- The CCG will be implementing changes for both walk-in centres within 2019, subject to a Governing Body discussion and approval at the meeting scheduled for 17 September.

National and London context

The system review follows the publication of GP Forward View in April 2016. The document sets out plans to enable clinical commissioning groups (CCGs) to commission and fund additional Primary Care capacity across England. The capacity will ensure that, by 2020 everyone has improved access to GP services including sufficient routine appointments at evenings and weekends. This is intended to meet locally determined demand, alongside effective access to out of hours and urgent care services.

NHS England has committed to achieving 50 per cent national population coverage by March 2018, and 100 per cent of the population by March 2019.

To utilise the appropriate funding allocation for the delivery of extended GP access arrangements, the provision must meet the requirements of the agreed London Specification for Improved Access; ensuring compliance in five core areas:

- Appointments
- Inequalities
- Access
- Measurement
- Digital

The service specification requirements for the delivery of GP Extended Access are different to those of Walk-in Centres with one of the key differences being that GP Extended Access pre-bookable appointments are available for the area's (CCG) registered population

Local context

In November 2018, the walk-in service at Alexandra Avenue changed from a walk-in and wait service to an appointment only service for Harrow residents. This change followed national NHS guidance to develop GP Access Centres.

Two further Walk in Centres remain commissioned by Harrow CCG:

- Belmont Health Centre
- Pinn Walk In Centre

The services operate 08:00 to 20:00, Monday to Sunday, including bank holidays. As Walk in Centres, both services accept all patients irrespective of whether they are registered with

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a GP. Unlike the GP Extended Access service, the Walk in Centres can be accessed by non-Harrow residents whose registered GP is also outside the borough. At the Pinn Walk in Centre, for example, at least 50% of activity is generated by patients whose registered GP is outside of Harrow.

In May 2019, since the change at Alexandra Avenue, the CCG surveyed service users to gather their feedback and reviewed usage data for the service. Eight out of 10 patients rated their experience at the Alexandra Avenue GP Access Centre as very good or excellent. We are confident, therefore, that the change from a walk-in and wait service to an appointment only service for Harrow residents has been beneficial. We are now proposing to make the same change at the Belmont Health Centre and Pinn Medical Centre.

At this stage, no formal decision has been made by the CCG to change the Walk in Centre at Pinn Medical Centre or at the Belmont Health Centre. However, the CCG is – through its processes and governance – looking to introduce this change to the Belmont Health Centre in November 2019 when there is an opportunity in the contract cycle for this to happen. A decision on the Pinn Medical Centre will be made subject to following clarity on the resolution of a contractual dispute with the practice, though the intention is for this change to be made in 2019.

Reducing inequality of access to GP services for people in Harrow is part of this review. Having two separate walk-in services does not provides fair access for all Harrow residents, and does not make best use of our limited resources. As an example, the Pinn Medical Centre currently operates two walk-in services, one for patients registered with the Pinn Medical Practice only, and a general walk-in service for Harrow registered non-Pinn patients and patients from any other area. Of the patients using the general walk-in service at the Pinn Medical Centre, only 1 out of 3 live in Harrow.

This is why we are looking at ways of commissioning services and appointments that are exclusively for patients in Harrow (see the data below). We are therefore exploring a GP Access Centre/appointment model at the Pinn Medical Centre so services will be provided to Harrow patients only. This will afford greater access for our local population with a dedicated GP appointment time.

Outlined below are activity levels by borough for each of the two walk-in centre sites.

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Belmont Walk In Centre Activity

By CCG

	Nov 16 to Oct 17	Nov 17 to Oct 18	Nov 18 to March 19	Total	
NHS Harrow CCG	15902	17465	7409	40776	82.87%
Not Registered	673	1119	318	2110	4.29%
NHS Brent CCG	713	852	527	2092	4.25%
Other CCGs	700	836	359	1895	3.85%
NHS Barnet CCG	298	517	252	1067	2.17%
NHS Herts Valleys CCG	212	244	100	556	1.13%
NHS Ealing CCG	121	189	86	396	0.80%
NHS Hillingdon CCG	129	123	61	313	0.64%
	18748	21345	9112	49205	100.00%

Item: # Document: #

**PINN WiC Attendances by CCG
 2018/19**

CCG	Attendances	Percentage
NHS Harrow CCG	8,149	39%
NHS Hillingdon CCG	5,786	28%
Unknown	1,907	9%
NHS Herts Valleys CCG	1,147	5%
NHS Ealing CCG	716	3%
NHS Brent CCG	480	2%
Not Registered	246	1%
NHS Buckinghamshire CCG	168	1%
NHS Barnet CCG	135	1%
NHS Herts Valleys CCG	128	1%
NHS Nottingham City CCG	83	0%
NHS Birmingham and Solihull CCG	69	0%
Untraceable	58	0%
Other CCGs	1,944	9%
Grand Total	21,016	100%

Item: # Document: #

Contract details

	Provider	Contract start	Type
The Pinn	The Pinn Medical Centre	01/08/16 extension awarded 01/08/18 for 3 years. This contract is included in this proposal.	NHS Standard Contract for general walk-in service for non-Pinn registered Harrow patients and patients from other areas (6 month notice period)
The Pinn	The Pinn Medical Centre	Rolling contract from 1/4/2004. Contract under review as per NHS England mandate – not included in this proposed change.	PMS Contract solely for the use of Pinn registered patients.
Belmont	Harrow Health CIC	01/11/16 extension awarded 01/11/18 for 3 years for a Walk In Centre. GP Access Centre Already operates on minimal hours 10 appointments offered weekdays and 12 appointment offered at weekend days	NHS Standard (6 month notice period)

The Frequently Asked Questions enclosed with this update give further information.

Item: # Document: #

What are the benefits of this project?

There are a number of benefits to the recommended change :

- Improving patient access to Primary Care / GP services.
- Facilitating continuity of care for patients through shared access to medical records at the GP Extended Access Centre
- Increased availability of appointments for patients registered with a Harrow GP
- Improved value for money through better commissioning

Patient, staff and stakeholder engagement

In May 2019, since the change at Alexandra Avenue, the CCG surveyed service users to gather their feedback and reviewed usage data for the service. Eight out of 10 patients rated their experience at the Alexandra Avenue GP Access Centre as very good or excellent.

Jargon buster

GP – General Practitioner
PMS – Personal Medical Services
WiC – Walk in Centre
CCG – Clinical Commissioning Group

Quality & Safety

There are no identified quality or safety risks associated with the Walk In Centre Services or GP Access Centres.

Equality analysis

An impact assessment is being considered by the CCG’s Quality, Safety, and Clinical Risk Committee on 3 September.

Finance and resources

None

Risk	Mitigating actions
The appropriate risk management processes are in place.	The appropriate risk management processes are in place.

Item: # Document: #

Supporting documents
Harrow WiC FAQs

Conflict of interests

Following the review of the paper by the main co-ordinating team (secretary; committee chair and executive lead), have any potential conflicts affecting the membership been identified?

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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If yes, please identify conflicted individual(s) and confirm what action is being taken, ticking all the actions that apply. If actions differ for more than one conflicted individual, please record this clearly by further naming each individual alongside each action that applies to them.

Name and nature of conflict (describe):

.....

.....

.....

Action taken:		Please tick one
1.	The paper has been withheld from the individual(s) concerned.	<input type="checkbox"/>
2.	The individual(s) will not attend the meeting where the paper will be discussed.	<input type="checkbox"/>
3.	The paper is being shared; however, the individual(s) will not participate in discussion.	<input type="checkbox"/>
4.	The paper is being shared for discussion purposes; however the individual(s) will not participate in, or be present for the final decision	<input type="checkbox"/>

For the avoidance of doubt, the use of the above chosen handling strategy will also be formally recorded by the secretary in the minutes of the meeting to confirm the action that was taken, which shall further be added to the CCG's COI management actions log and made available online alongside the CCG's register of decisions taken.

Item: # Document: #

Governance, reporting and engagement

Provide a brief overview of where this paper – or work in developing it – has been discussed. Signpost to where in the paper more detail on this can be found.

Name	Date	Outcome and where in the report can you find out more
Harrow Councillors briefing	10 July 2019	Walk-in centres discussed
Meeting with Harrow Council, Councillors and MPs	13 August 2019	Walk-in centre proposals discussed

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Walk-In Centres in Harrow – Frequently Asked Questions

Are there plans to close Walk-in Centres in Harrow?

Harrow CCG is reviewing walk-in and wait services provided at Belmont Health Centre and Pinn Medical Centre, following the successful transition of the Alexandra Avenue Walk-In Centre to a GP Access Centre.

Last year, the walk-in service at Alexandra Avenue changed from a walk-in and wait service to an appointment only service for Harrow residents. This change followed national NHS guidance to develop GP Access Centres.

Since the change at Alexandra Avenue we have spoken to service users to gather their feedback and reviewed usage data for the service. We are confident that the change from a walk-in and wait service to an appointment only service for Harrow residents has been beneficial. We are now looking at the possibility of making the same change at the Belmont Health Centre and Pinn Medical Centre.

Currently there is inequality across Harrow for access to GP services and we want to reduce variation as part of our review.

What current walk-in services are available at the Pinn Medical Centre?

The Pinn Medical Centre currently operates two walk-in services, one for patients registered with the Pinn Medical Centre only and a general walk-in service for anyone from anywhere.

We don't think having two separate walk-in services provides fair access for all Harrow residents, and does not make best use of our limited resources.

Of the patients using the general walk-in at Pinn Medical Centre only 1 out of 3 live in Harrow.

This is why we are looking at ways of providing services and appointments that are exclusively for patients in Harrow.

We are therefore proposing a GP Access Centre/appointment service at the Pinn Medical Centre so services are provided to Harrow patients only. This will give greater access for our local population offering a dedicated GP appointment time.

At the same time as reviewing the Pinn Medical Centre we will also be looking at a similar model for the Belmont Medical Centre, to ensure all our GP access services provide the service to residents.

Is Harrow CCG experiencing funding issues and is this why they are making this cut?

Our decisions are always based on the best interest of the patient. This is not a cut of a service or a closure - the current Walk-in Centres are being reviewed to ensure that we can better manage demand by offering dedicated appointment slots at a time that is convenient for the patient and ensure equity across the Harrow borough for our patients.

Residents in these areas have more opportunities for access to healthcare compared to other more deprived parts of Harrow. Harrow CCG need to ensure inequity of care is addressed within the existing limited resources we have.

Will you be engaging with patients if any changes are made?

Yes, if Harrow CCG do decide to make changes to these services we will engage with the local community and our stakeholders to obtain their views.

Are you only going to have two GP Access Centres and close the Pinn Walk-in Centre entirely?

No, we are looking at all three sites. 39% of patients attending the Pinn Walk-in Centre are from Harrow. The remainder, 61%, are registered with GPs from outside Harrow.

What is the timescale for making these proposed changes?

We are looking into changing the Belmont Walk-In Centre to a GP Access Centre in November 2019. We do not have a timescale for changing the Pinn Walk-In Centre as we are currently awaiting a review of Personal Medical Services in our borough.

What about people who live nearby but live or are with a Hillingdon GP?

The Pinn Medical Centre borders Hillingdon (28% of attendances) and the Belmont Health Centre borders Brent (4% of attendances)

Both Hillingdon CCG and Brent CCG implemented GP Access Centres during 2018–19 for their patients. Available appointments would be offered to the residents from these boroughs via their own GP or NHS 111.

Why change a Walk-in Centre to a GP Access Centre?

GP Access Centres offer improved access to GP services for local residents, who don't need to spend long periods of time in the waiting room; they can simply call their GP practice or NHS 111 to book an appointment.

Doctors seeing patients at a GP Access Centre will, with the patient's consent, have access to the patient's full set of medical records held with their regular GP, including details of any significant illnesses, medication and investigations. This is currently the case for Harrow residents accessing the Walk-In Centre, but not for non-Harrow residents. The proposed change to a GP Access Centre means every patient will see this benefit as the service is for Harrow patients only.

Likewise, the clinical notes made by the GP in the Access Centre will immediately be accessible by the patient's own GP. This mutual access to records clearly enhances both patient care and continuity of care. This means being seen in a GP Access Centre is no different to being seen by a new doctor at one's own GP's surgery.

Why do patients need to book ahead?

By asking that patients call ahead and book we can make sure that they get to the right place at the right time. That might mean we advise that you need to see a GP or nurse at a GP Access Centre or that you require treatment at the A&E, Urgent Care Centre or pharmacy etc.

Pre-booking an appointment prevents needless waiting times for the patient and helps staff to manage daily demand better.

How long are the average waits at a Walk-in Centre?

Throughout the day we have times that we do not see enough patients and other times when we are seeing too many, meaning sometimes we can see patients within 30 minutes and other times up to 2 hours. By offering appointment slots throughout the day we can ensure that we are fully using the service at all times and manage the flow of patient demand better.

How do you know that an appointment-based system works?

[Our recent survey](#) showed that 8 out of 10 patients rated their experience at the Alexandra Avenue GP Access Centre as very good or excellent. GP Access Centres offer improved access to GP services for local residents, who don't need to spend long periods of time in the waiting room; they can simply call their GP practice or NHS 111 to book an appointment.

Would the hours of service change?

We would review the level of demand on the service, and any changes to opening hours would reflect the number of residents accessing appointments at the GP Access Centre. The opening times for the Walk-in Centres are 8am-8pm, seven days a week.

If I call NHS 111 could I be booked into any of the three GP Access Centres if the CCG decide to change them?

Yes, Harrow patients who call NHS 111 will be offered a GP appointment at any one of the three GP Access Centres in the borough, should the changes go ahead.

What will be the impact to services at Northwick Park Hospital?

Harrow CCG has monitored on a weekly basis the change at Alexandra Avenue and will do the same again if these proposed changes go ahead. There has been an increase in attendances at our Urgent Treatment Centre; however this trend was from all areas in North West London so cannot be directly attributed to the change at Alexandra Avenue.

The Urgent Treatment Centre provider has systems in place to re-direct patients to our GP Access Centres and Walk-In Centres and this process will continue.

We also provide information packs to all GP Practices. This monitors the usage of patients across the borough, including the Urgent Treatment Centre, Walk-In Centres and GP Access Centres.

What happens if there's an emergency i.e. my child stops breathing or is bleeding?

Patients are always advised to go to the A&E or call 999 in an emergency. The walk-in service treats minor illnesses such as stomach aches, minor cuts and bruises and insect/animal bites. A GP Access Centre will continue to treat minor illnesses in the same way as a Walk-in Centre does at present, but through an appointment service.

Minor illnesses include issues such as:

- infections and rashes
- emergency contraception
- stomach aches
- vomiting and diarrhoea
- hay fever
- insect and animal bites
- dressing care (not routinely)
- minor cuts and bruises
- minor burns and strains

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2019
Subject:	Harrow Strategic Partnership Update
Responsible Officer:	Paul Walker, Corporate Director of Resources
Scrutiny Lead Member area:	Councillors Honey Jamie and Kanti Rabadia (Resources)
Exempt:	No
Wards affected:	All Wards
Enclosures:	Information Memorandum

Section 1 – Summary and Recommendations

This report provides information on the Harrow Strategic Development Partnership and refers the Committee to the report considered by Cabinet on 30 May 2019. A presentation will be made at the meeting on the Harrow Strategic Development Partnership Programme: Key actions and Programme activities.

Recommendations: That the presentation be received and the report be noted.

Section 2 – Report

Introductory paragraph

Officers will make a presentation on the Harrow Strategic Partnership Development at the meeting.

Ward Councillors' comments

None in respect of this report.

Financial Implications

Included as part of the previous report to Cabinet, May 2019 Harrow Strategic Development partnership.

Performance Issues

None in respect of this report.

Environmental Impact

None in respect of this report.

Risk Management Implications

Included as part of the previous report to Cabinet, May 2019 Harrow Strategic Development partnership.

Equalities implications / Public Sector Equality Duty

Included as part of the previous report to Cabinet, May 2019 Harrow Strategic Development partnership

Council Priorities

As set out in the report to Cabinet, May 2019.

Section 3 - Statutory Officer Clearance

None required in respect of this report.

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

Contact: Paul Walker, Corporate Director of Community
Tel: 020 8416 8658 paul.walker@harrow.gov.uk

Background Papers:

May 2019 Cabinet Report on HSDP
<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=64385&Ver=4>

HARROW COUNCIL

INFORMATION MEMORANDUM



Introduction

Harrow Council is seeking a Strategic Development Partner (the Partner) to deliver its regeneration ambitions across the Borough.

This substantial opportunity spans three sites in the Harrow & Wealdstone area and includes the potential to deliver over 1,400 residential units and a new civic centre.

The Harrow Strategic Development Partnership (HSDP) has the potential to develop additional opportunities beyond the specified 'Core Sites' as identified within this document.

This memorandum comprises a guide for interested parties, providing an overview of the Council's vision and objectives, the commercial principles underpinning the HSDP and a summary of the proposed procurement process.



Foreword

It's time for us to get building.

It gives me great pleasure to bring forward three of Harrow's most desirable, exciting and important development sites. Our search for a partner to work on them is the culmination of years of work – and years of consultation and discussion on the doorsteps of our residents.

Put simply - the people of Wealdstone want and need more good quality, affordable homes and the prosperity that good quality development can bring to a rejuvenated town. We've put in the hard yards here at the council – we have Cabinet approval and a clear strategy.

All we need now is the right partner with the experience, expertise and commitment to see these projects through – and to share our aspirations for what we believe Wealdstone can become.

I look forward to working with you

Keith Ferry

Harrow Council Deputy Leader



In Harrow Council, you will find a partner that is ambitious, 100% focused on delivery and completely committed to the best outcomes for local people.

These are serious and significant projects in terms of what they can do for the people and the opportunities available in this undervalued and underappreciated, but important, part of London. I know there is keen interest in working with Harrow and delivering regeneration and development for Wealdstone. In my career I have overseen some extraordinary projects, which have had a direct impact on people's lives. They have only been delivered successfully by building long-term relationships.

I look forward to forging new relationships and a new partnership for the future here. We are now ready to do that, with the right organisation – and I am pleased and proud to be preparing to deliver this ambitious vision for Wealdstone.

Paul Walker

Harrow Council Corporate Director

The Opportunity

The Council is seeking a Partner to deliver the innovative regeneration of the Core Sites comprising Poets Corner, Peel Road and Byron Quarter (Phase 1), all held freehold by the Council.

The Core Sites are situated in close proximity to Harrow & Wealdstone Underground and Mainline Station (London Overground, London Northwestern Railway, Southern and Bakerloo Line), and also benefit from an extensive local bus network and are situated close to both the M1 and M40. The Core Sites are considered prime for redevelopment and it is anticipated that their strategic locations within the Borough will have significant wider regeneration benefits across Wealdstone Town Centre.

The Council hope this development will encourage further high quality development by others in the immediate location and wider Harrow area.

The Council is seeking a Partner who will enter into a 50:50 partnership with them. Beyond the Core Sites and subject to viability thresholds being met, there will be potential to draw additional opportunities into the HSDP. A pivotal aim of the partnership will be the re-provision of the civic centre which will enable the redevelopment of Poets Corner for alternative uses. The preferred partner will hold the financial capabilities, technical resource and experience to support the Council and proactively facilitate the delivery of this project.

Harrow New Civic

A core objective of the HSDP is the delivery of a new Civic Centre (Harrow New Civic). It is the Council's preference that this is delivered on Peel Road, but the Council accepts the need to adopt a flexible approach to ensure that the most effective delivery strategy is adopted.

Poets Corner



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Poets Corner is the Council's flagship regeneration project. Situated immediately to the south of Harrow and Wealdstone Station, the site currently comprises the existing civic centre and extends to c. 11.4 acres.

The Council has aspirations for a high quality, residential led development on this site.

The site is owned freehold by the council and is bounded by the Marlborough Hill, Railway Approach and Milton Road.

Peel Road



The site currently comprises Peel House Car Park and the existing ashram temple which is being re-provided on an adjacent site by the council. It is situated immediately to the north of the station and extends to approximately 1.4 acres.

The Council have a strong preference that Harrow New Civic is delivered upon this site. Alternative proposals for the site suggest the capacity for 100-150 residential units alongside commercial and community provision

should the new civic building be delivered on an alternative Core Site.

The site is owned freehold by the council and is bounded by Canning Road, George Gange Way and Gladstone Way.

Byron Quarter (Phase 1)



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Byron Quarter currently comprises the Harrow Leisure Centre, Harrow School of Gymnastics, the Harrow Bowls Club and the former driving test track.

It is situated in the corner of Byron Recreation Ground in Wealdstone. The Byron Quarter Masterplan covers the regeneration of this area comprising new residential and leisure facilities and extends to 19.3 acres.

This procurement exercise considers Byron Quarter (Phase 1) only as outlined in green. This is situated in the south eastern corner of the Masterplan area, extending to 3.7 acres.

The sites holds the potential for extensive residential and community led regeneration and all proposals for Phase 1 must be reflective of the need to integrate into the future development of the wider Byron Quarter.

The wider scheme has the potential to be drawn down at a later stage through agreement between parties.

The site is owned freehold by the council and is bounded by Stuart Road, the Byron Recreation ground, the Belmont Trail and Christchurch Avenue.

The Council's Objectives

The Council has ambitious plans for growth and development as part of its Build a Better Harrow campaign which seeks to 'improve lives, provide jobs, enhance conditions for business and energise Harrow as a place'.

The major role of the Partner will be to work alongside the Council to deliver regeneration, new homes, social and economic benefits and a sense of place across the Core Sites.

The Council's explicit objectives are as follows:

- ▶ Use existing and new property assets to **optimise value for the Council**.
- ▶ To contribute to the **delivery of well designed, high quality places** that make a difference for communities, businesses, residents and families both now and in the long term.
- ▶ To deliver **wider regeneration across the Borough** via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets within the Borough.
- ▶ To accelerate the **pace of housing delivery** across the portfolio of sites.
- ▶ To secure **wider economic and social benefits** for local residents, including skills and training, health improvement and new employment opportunities.

Local Area

The Core Sites are extremely well located for public transport, situated close to Harrow and Wealdstone Underground and mainline station (London Overground, London Northwestern Railway, Southern and BakerlooLine), with fast trains into London Euston in a journey time of just 14 minutes. Harrow is also well located for road transport being in close proximity to the M1 and the A40 (M40).

Harrow is an extremely desirable investment location. Once an Iron

Age settlement and a medieval manor, Harrow owes most of its built environment to the Metroland expansion in the interwar period. The borough is characterised by its large number and quality of parks and open



spaces, its connectivity by rail and Tube to central London and the diversity of its people.

Harrow is a majority Asian ethnic borough, with more different faiths practised, and more different places of worship, than any other local authority area in the UK. Harrow is frequently named the safest London borough, the best London borough to raise and educate a child and the best London borough for small businesses.



Planning Context

Harrow Core Strategy

The Harrow Core Strategy (Adopted February 2012) is a key part of the Local Plan which sets out Harrow's strategic approach to managing growth and development through to 2026.

Specifically, the Harrow and Wealdstone (AAP) (Adopted July 2013) contains detailed standards and policy criteria which will be utilised when determining planning applications with the Harrow and Wealdstone Opportunity Area. The Area Action plan has been developed to ensure that the anticipated scale of change importantly meets the aspirations of both the local community and the Council.

The 'Heart of Harrow' has been identified to encompass the two town centres of Harrow and Wealdstone, the Station Road corridor linking the two centres and the industrial land and open space surrounding Wealdstone. This area has been identified by both the Council and the Mayor of London as a priority area for regeneration and an Opportunity Area.

The current London Plan (Adopted March 2016) identifies Harrow and Wealdstone as Opportunity Area 14.

Capacity exists to deliver substantial employment growth through an uplift in retail, office and hotel development within the town centres and the intensification of industrial and other business use within the Wealdstone Industrial Area. There is also scope to accommodate a substantial portion of the Borough's future housing need through the delivery of higher density residential and mixed use development on key strategic sites and renewal areas where development is matched by investment in infrastructure and achieves high standards of design and sustainability'.

The 2013 AAP includes specific guidance (including target housing outputs) for key development opportunity sites within the area, including the Core Sites. Since the AAP was adopted, amendments to the London Plan in 2015 increased the overall housing target for Harrow. The draft New London Plan (2017) proposes to increase the overall borough target even further. The London Plan

forms part of the borough's overall development plan against which planning applications are assessed, the other part being the Harrow Local Plan (including AAP). The Local Planning Authority will consider applications relating to the Core Sites having regard to the increased / more recent housing targets in the current and proposed London Plan, as well as

the policies in the adopted AAP and Local Plan generally.

There is an extant planning permission for Peel Road (P/573/17) for the development of a 9,362 sq m office and civic building and a building for a place of worship with ancillary residential use.

Commercial Principles

The Commercial Principles are that a partner is sought with:

- ▶ The necessary financial resources and proven ability to finance developments of similar scale and nature.
- ▶ The experience, resources, expertise, vision and aligned mission to bring forward this opportunity at pace.
- ▶ The skills to develop commercially viable and deliverable planning applications for the Core Sites.
- ▶ Ability to prepare an overarching business plan to guide the approach to delivery within the context of an agreed financial model.
- ▶ The skills, resources and track record needed to confidently deliver opportunities of this nature and be a successful strategic development partner to the Council.



 **Byron Quarter**
(Phase 1)



 **Poets Corner**



 **Peel Road**



Indicative boundary

Required Services from the Strategic Development Partnership

It is envisaged that the Partner will undertake some or all of the following activities in order to achieve the project objectives:

- ▶ Provision of development management services as required to enable the delivery of development
- ▶ Land acquisition (where necessary) and land assembly
- ▶ The construction and master planning design process
- ▶ Development of the residential aspects of each site (including any ancillary commercial space if applicable) and on-going master planning of each site
- ▶ Provision of Harrow New Civic;
- ▶ On-going consultation and communication with stakeholders;
- ▶ Obtaining planning consents;
- ▶ Commissioning construction phases and entering into appropriate construction contracts;
- ▶ Entering into development management contracts and housing estate management and maintenance contracts in relation to the Site;
- ▶ Marketing and managing sales of those phases within each site which are deemed to be appropriate for sale by the Partnership and entering into any necessary sales agency contracts and consultancy contracts in accordance with an agreed procurement policy;
- ▶ Where agreed, making arrangements for the long term ownership of PRS or commercial units constructed on each site to allow rental income to be retained by the Partnership as a strategic investment;
- ▶ Entering into legacy arrangements for the long term management and maintenance of the sites;
- ▶ Identifying new opportunities for the Partnership and preparing feasibility reports and plans for any such opportunities; and
- ▶ Securing financial support including any applicable public sector funding (where applicable).

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Procurement Process

The tender is being undertaken following the Public Contracts Regulations 2015. Interested parties must complete and submit a Standard Selection Questionnaire (SSQ) electronically via the Council's Tender Portal www.londontenders.org. Please note that parties will need to register as a supplier on the Portal in advance in order to submit a response. The entire SSQ submission will be in electronic format via the portal.

Enquiries regarding access to the Portal should be emailed to lisa.taylor@harrow.gov.uk. All other queries and clarifications should be submitted via the Portal messaging function. Clarification responses will be provided to all interested parties via

the Portal within 5 working days where possible.

Following the SSQ process, a short-list of up to a maximum of five will be informed in August 2019 and will be invited to proceed to Outline Solutions Stage (ISOS), also commencing in August 2019. Following this, a final short-list of parties will be determined and a third stage, detailed solutions will commence, after which final tenders will be submitted.

Please note this timetable is provided as a guide, and whilst the Council aims to adhere to it, it reserves the right to amend the timetable at any time.

Name	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Cabinet Approval for procurement process	█											
Selection Questionnaire to short-list bidders issued		█	█									
Short-listed bidders invited to submit outline solution				█	█	█						
Short-listed bidders invited to submit more detailed solutions							█	█				
Following dialogue - final submission issued by bidders									█	█		
Evaluation & Selection of Preferred Bidder										█		
Cabinet Approval for preferred Bidder												█

Key Event	Indicative Date
Stage 1 - SSQ	
OJEU Notice Submitted	June 2019
Return of SSQ	July 2019
Stage 2 - Outline Solutions	
Invitation to Submit Outline Solutions (ISOS)	August 2019
Submission of Outline Solutions	October 2019
Stage 3 - Detailed Solutions	
Invitation to Participate in Detailed Dialogue	November 2019 - January 2020
Closure of Dialogue	January 2020
Stage 4 - Final Tenders	
Invitation to Submit Final Tenders (ISFT)	January 2020
Submission of Final Tenders	February 2020
Stage 5 - Selection	
Notice of Intention to Award	Spring 2020

Further Information

The Council has established a dedicated website for the opportunity, which includes a link to publicly available documentation, as well as site and surrounding area photographs. This is available at www.harrowregeneration.co.uk

The following further information is also available on the Council Tender Portal www.londontenders.org

- ▶ OJEU Notice
- ▶ SSQ
- ▶ Clarifications raised and responses
- ▶ Draft Invitation to Participate in Dialogue document
- ▶ Site plans

A comprehensive technical pack of information will be made available to short-listed parties through the Portal following successful progress from the SSQ stage.

Viewing

There are no organised site viewings prior to the SSQ submissions. Formal site inspections will be by appointment only on specified dates and will be held after successful progress from the SSQ stage to the ISOS short-list.

Commercial advisors

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2019
Subject:	Channel Shift Programme - Update
Responsible Officer:	Charlie Stewart Corporate Director of Resources
Scrutiny Lead Member area:	Resources Councillor Honey Jamie Councillor Kanti Rabadia
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out an update on the Council's channel shift programme through to 2021

Recommendations:

That the report be noted.

Section 2 – Report

Over the next six months, the Council is relaunching its digital presence through a significant and innovative upgrade to the website (harrow.gov.uk) and a re-platforming of the MyHarrow account.

These improvements will enable the Council to make a significant positive shift in channel migration and the current budget assumes savings in relation to channel shift of £560,000 per annum by the end of the 2021/22 financial year.

The telephony and email channels to a number of services provided by Access Harrow will be closed and residents will be able to access these services via the website and MyHarrow account.

SERVICE	YEAR OF CLOSURE
Education & School Admissions	2019/20
Public Realm	2019/20*
Planning & Building Control	2020/2021
Allotments	2020/2021
Revenues & Council Tax	2020/2021
Benefits	2020/2021

*On the assumption that the programme of technological enhancements in the service is complete.

Currently, the telephone and email channels for School Admissions, Education and Parking have been closed with customers using the website, MyHarrow account or self-service telephony to access the service.

Alongside these developments, plans are being developed to support those with no access and to promote digital inclusion.

Where we were

In 2012 Harrow Council was operating a high quality call centre dealing with over 90% of all customer contact, while answering over 120,000 calls each month with an average wait time of less than thirty seconds.

The Call Centre platform was heavily integrated with line-of-business technology, ensuring free flowing data between systems without double-keying.

The outcome of this quickly-answered, resolution- focussed approach was that the customer's channel of choice was the telephone.

The Challenge

Like many Local Authorities, Harrow has had to deal with steep financial challenges with the impact that resources in the front line have been reduced.

Since its inception in 2006, Access Harrow has contributed substantial cashable of savings through effective use of technology, performance management, multi-skilling of agents to create economies of scale and by process improvements.

In order to make further savings, the Council needed to deliver not only new technology for customers to access services more efficiently, but to change customer behaviour and move away from telephony-based customer service.

Our Customers

Working with Experian, holding focus groups with residents, data-mining our many databases and using web tracking software helped us understand customer demand and internet habits.

We identified customer groups that use internet banking and on-line shopping (retail and grocery); who were 'early adopters' and those that would need nurturing; understand where people moved between PCs, tablets, mobile phones and even games consoles; discover how people used social media; and which browsers were most commonly used to ensure that our own web capabilities were available on all relevant platforms.

What was clear was that the most of our customers had a strong propensity to transact online, and in the majority of their transactions outside of dealing with the Council, they were doing so where possible. However customers benchmarked the ability to transact online against well-established websites such as Amazon and expected a seamless experience when moving across different services.

The MyHarrow Account & Integrated web forms

The Council's website offers access to many services through integrated web forms however certain services required customer authentication before being able to accept and share personal data.

The MyHarrow account was launched in 2011/12 as a single sign-in portal, available 24/7, for residents to access personal and sensitive information. Customers authenticate themselves as they would for on-line banking ensuring that data was shared in a secure environment alleviating fear of personal information being accessed by other parties.

Once authenticated, customers can access services where authentication is required because of personal data such as Council Tax, Housing Benefits, Parking, Planning and Housing Rents alongside access to the library catalogue, updates on service requests and non-sensitive details such as waste services – all available through a single sign on and password.

There are currently over 135,000 active MyHarrow accounts across the Borough generating more than 45,000 log-ins each month.

Our web forms take data directly from the website to the line of business system ensuring that the request is submitted to the relevant team in real time. Technological advancements have been made in transferring more complex forms to the web including automations to process without human intervention.

For example Housing Benefit forms have been made more user-friendly as only the relevant details are captured rather than providing each customer with a full application form. As the online version is completed, data is pushed directly into the back office systems and assessed utilising risk-based verification software. Any low risk assessments are automatically accepted and any required documentation is emailed directly to the claimant. This innovation ensures a quicker response time for the claimant, saves the Council significant resources through reduced man-power in both the front and back office and a reduction in printing and postage.

An average of over 40,000 integrated web forms are completed each month

Making online the 'channel of choice'

Providing excellent online services on its own is not enough to change our customers behaviour fast enough to achieve our challenging savings targets.

We are constantly looking for ways to 'nudge' and influence our customers to transact online. These initiatives have included reviewing our correspondence to promote digital channels; the cross-selling of digital services in the performance monitoring of all our call centre agents and the e-newsletter promoting any enhancements to the MyHarrow account and website; pre-empting any reasons for contact (gritting in winter, annual billing, rent increases, etc and to refresh our brand.

The Council has also ceased to print paper forms for school admissions, ensuring that parents use the web form either at home, at one of the Council's facilities (Civic Centre or library) or even at the school itself. This not only saves on printing costs but integration to the London Grid reduces the need to manually process the applications.

In certain instances, the Council has decided to impose channel restrictions to facilitate a push to digital services such as Parking. Residents requiring a parking permit order one through their MyHarrow account and anybody receiving a PCN can pay via the automated telephone service or at the self-service kiosks in the One Stop Shop and review the infringement online before either paying or appealing via the website.

Outcomes

In all, migrating visiting customers to transact online has helped reduce contact via the more traditional channels of face to face, telephone and email.

Over the last five years, demand in these areas has fallen as follows:

Face to Face	69%
Telephony	37%
Email	49%

During the same period, access via digital channels has risen as follows:

MyHarrow Account	209%
Web Forms	140%
Web Visits	55%

In addition, there are over 5,000 visits to the Civic Centre each month to use the self service area where support and guidance are available to access Council services digitally.

Overall, the percentage of enquiries and transactions carried out with the Council through self-service is over 91%

The online strategy has enabled us not only to adapt services to meet customer expectations when utilising their channel of choice but also to contribute to the Council's MTFS.

A New Approach

The existing supplier behind the MyHarrow Account, Gandlake, notified us that they would be exiting the market once our current contract expired in 2020.

This gave us the opportunity to assess our current platforms and infrastructure and reassess the vision for being a truly digital Council.

The Digital Services team engaged with our customer base to understand what was expected from a new web site offering. The key requirements from our residents were as follows:

- A more personalised approach with quicker access to the most appropriate services and relevant information.
- Greater access to a wider range of services
- Improved design, navigation and log-in process
- Ability to escalate or contact if required
- A website rather than an App

The Council's new website will be launched incrementally with phase I being deployed in the autumn. This will look at getting the basics of the site right and will include:

- New navigation
- New search engine
- Improved accessibility
- New homepage
- New events and news section
- All content on new templates
- Access to greater statistics

The website will also include a level of personalisation on the homepage and service landing pages based upon

- Location
- Browsing history
- Type of device
- Season

The new platform for the MyHarrow Account will be live in the New Year in readiness for the annual council tax bills.

Following the feedback from our customer base, the system will benefit from:

- Improved customer experience when using the account
- Better sign up and log-in process
- Better navigation within the account, making information easier to find
- Responsive design

Alongside the existing functionality, the new MyHarrow Account will include additional features including:

- Access to a booking system
- The ability to make all Council documents electronic
- Self-service document scanning
- A module to introduce electoral registration
- The ability to text and email alerts
- Signals to link personalised data between the website and the account

Mitigations - The future of face to face contact

Although the Council is aiming to digitise access to Council services there is an appreciation that a small percentage of the local population either have no access to the internet or are unable to use IT effectively. A number of mitigations are being developed to support them.

The Council's One Stop Shop, based at the Civic Centre, has a self-service area boasting sixteen PCs available for residents to access online services in a supported, safe environment.

A digital inclusion post will be introduced to work with community groups and the voluntary sector to assist people in using the online services. This post will also host workshops at the Civic Centre and the library network to teach residents how to access relevant services online.

Further work will be undertaken to investigate the use of artificial intelligence and precision call routing to provide a telephone service where appropriate.

Environmental Impact

A reduced carbon footprint through

- less staffing at the Civic Centre
- reduced spatial requirements in the Civic Centre
- less travelling to and from offices
- reduction in printing.

Risk Management Implications

Risk included on Directorate risk register? **No**

Separate risk register in place? **Yes**

There are no significant risks associated with the recommendations in the report.

Risks associated with the replacement system are effectively managed through the controls established at the commencement of the project. These are documented on the project risk register and managed through the Project Management arrangements.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **Yes/No** (delete as appropriate)

Data Protection implications

The processing of personal data collected through the website will be managed in compliance with the GDPR and data protection legislation and via appropriate actions as identified on the Risk Register

Council Priorities

The digital services strategy supports the Council's vision and priorities, especially modernising Harrow Council.

- A reduction in staff costs will help deliver excellent value for money services
- Reduce the borough's carbon footprint through a reduction in paper forms and postage
- Use technology and innovation to modernise how the Council works through utilisation of robotics, automation and the latest digital capabilities
- Improving access to digital services through a modern, customer-focused and innovative digital offering

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 28 August 2019		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 27 August 2019		

Name: Charlie Stewart	<input checked="" type="checkbox"/>	Corporate Director of Resources
Date: 28 August 2019		

MANDATORY	
Ward Councillors notified:	NO

Section 4 - Contact Details and Background Papers

Contact:

Jonathan Milbourn, Head of Customer Services & Business Support
020 8736 6711 (ext 6711)

Jonathan.milbourn@harrow.gov.uk

Background Papers: None

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**REPORT FOR: OVERVIEW AND
 SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2019
Subject:	Draft Scope for the Scrutiny Review of Shared Services
Responsible Officer:	Charlie Stewart - Corporate Director of Resources
Scrutiny Lead Member area:	Councillor Honey Jamie – Resources Councillor Kantilal Rabadia – Resources
Exempt:	No
Wards affected:	All
Enclosures:	Draft Scope of the Scrutiny Review of Shared Services

Section 1 – Summary and Recommendations

This report sets out the draft scope for the scrutiny review of the Shared Services in Harrow

Recommendations:

The Overview and Scrutiny Committee is asked to:

- Consider and agree the scope for the review.
- Provide a steer to any further membership (including potential co-option of members) and chairing arrangements for the reviews.
- Agree upon the timing of the scrutiny reviews.

Section 2 – Report

The Scrutiny Leadership Group asked that a scrutiny review of shared services in Harrow form part of the scrutiny work programme for 2019/20.

The attached draft scope for this review sets out the potential parameters of this review following the initial discussions at the Scrutiny Leadership Group and members of the review group. The Scope also sets out the timeframe of the review including key committee dates.

What are Shared Services?

A Shared Services is one of a range of different models for the delivery of a service. In a Government Shared Service model, two or more Government organisations agree to join together a service, normally under one management and using shared IT, offices and support (HR, finance etc). The shared service remains a government organisation (ie it does not become a Limited Company).

Harrow Council already shares some services. HB Public Law was established in 2012 on the merging of Harrow and Barnet's legal teams, which has allowed both councils to enjoy improved services at a reduced cost. It has since expanded and is now one of the leading public sector legal practices in the UK providing legal expertise to local authorities, schools, academies, housing organisations and others in the public and not-for-profit sectors. Harrow has also partnered with Buckingham County Council to deliver HR shared services. Conversely, Harrow has also been through a disaggregation of shared services, for example with public health (formerly shared with LB Barnet) and procurement (formerly shared with LB Brent).

Financial Implications

The costs of delivering this project will be met from within existing resources.

Performance Issues

There is no specific performance issues associated with this report.

Environmental Impact

There is no specific environmental impact associated with this report.

Risk Management Implications

There are none specific for this report.

Equalities implications / Public Sector Equality Duty

The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. Supporting Those Most in Need
2. Protecting Vital Public Services
3. Modernising Harrow Council.

Officer Clearance

Name: Charlie Stewart Corporate Director

Date: 3 September 2019

MANDATORY

Ward Councillors notified: NO

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Officer, 020 8424 1322

Background Papers:

- Scope for the Scrutiny Review of Shared Services in Harrow

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1.	SUBJECT	SCRUTINY REVIEW ON SHARED SERVICES – Scope
2.	COMMITTEE	Overview & Scrutiny
3.	MEMBERSHIP	<p>Councillor Honey Jamie (Co-Chair, Scrutiny Lead Member for Resources)</p> <p>Councillor Kantilal Rabadia (Co-Chair, Scrutiny Lead Member for Resources)</p> <p>Councillor Richard Almond</p> <p>Councillor Jeff Anderson</p> <p>Councillor Marilyn Ashton</p> <p>Councillor Maxine Henson</p> <p>Councillor Kairul Marikar</p> <p>Councillor Anjana Patel</p>
4.	AIMS/ OBJECTIVES/ OUTCOMES	<p>Aim:</p> <ul style="list-style-type: none"> The purpose of the review is to better understand and influence how Shared Services can be a part of the Council’s future commissioning decisions, to deliver better outcomes for residents as well as making efficiencies for the Council. <p>Objectives:</p> <ul style="list-style-type: none"> To understand what a shared service is and the protocol the Council follows to enter into a shared service; how this can be improved in terms of the criteria including financial, risk management, quality of service and efficiency. To understand the history of Harrow’s shared services and the lessons learnt, especially with regards to efficiency savings for the Council. Use the intel and lessons learnt to guide future shared service ventures. To research and understand best practice, lessons learnt on sharing services and how these can be adopted and implemented at Harrow Council.
5.	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> Development of a protocol/checklist to be completed as part of future shared service agreement process Future shared services contribute to Council savings and transformation of services
6.	SCOPE	<p>The following council policies/strategies will be in the scope of the review:</p> <ul style="list-style-type: none"> Harrow Ambition Plan Transformation Programme Procurement Strategy

		<p>Evidence sources for the literature review will include:</p> <ul style="list-style-type: none"> • National research and briefings • Benchmarking from neighbouring boroughs • Harrow Council case studies of shared services (HB Law, HR Bucks Service, Trading Standards Service, Procurement and Special Needs Transport) <p>Witnesses will include:</p> <ul style="list-style-type: none"> • Council officers and portfolio holders responsible for the relevant services
7.	SERVICE PRIORITIES	<p>Choose from the following:</p> <ul style="list-style-type: none"> • Building a Better Harrow • Supporting Those Most in Need • Protecting Vital Public Services • Delivering a Strong local Economy for All • Modernising Harrow Council
8.	REVIEW SPONSOR	Charlie Stewart – Corporate Director of Resources
9.	ACCOUNTABLE MANAGER	Mark Gwynne, Interim Head of Policy
10.	SUPPORT OFFICER(S)	Charlie Stewart – Corporate Director of Resources Nimesh Mehta – Head of Procurement
11.	ADMINISTRATIVE SUPPORT	Mohammed Ilyas, Policy Team
12.	EXTERNAL INPUT	The Review Group will see the input from officers, services and portfolio holders.
13.	METHODOLOGY	<ul style="list-style-type: none"> • Literature review • Challenge panel(s)
14.	EQUALITY IMPLICATIONS	The Review Group will consider, during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends. In undertaking the Challenge Panels, members and officers will consider their practices and how they can ensure all relevant stakeholders in the borough to have their voices heard.
15.	ASSUMPTIONS/ CONSTRAINTS	
16.	SECTION 17 IMPLICATIONS	N/A
17.	TIMESCALE	<p>To conclude by the end of the 2019/20 municipal year.</p> <p>Indicative timetable:</p> <ul style="list-style-type: none"> • Desktop research – August/September 2019 • Agree and sign off Scope at O&S – 16th September 2019 (Report Deadline 4th Sept 2019) • Challenge panel(s) – October 2019

		<ul style="list-style-type: none"> • Drafting of final report – by November 2019 • Review Group members finalise report and recommendations – by end of November 2019 • Report and recommendations presented to O&S for endorsement – 11th February 2020 (Report Deadline 29th Jan 2020) • Final report to Cabinet – 21st Feb 2020
18.	RESOURCE COMMITMENTS	The Policy Team will provide a briefing and administrative support to the Review Group. The Policy Team will report recommendations to O&S; officers from the appropriate Service Area(s)- will provide a response to Cabinet and take forward any recommendations agreed by Cabinet.
19.	REPORT AUTHOR	Mohammed Ilyas, Policy Officer
20.	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations • Report to Overview and Scrutiny Committee • Report referred to Cabinet • Officer response to Cabinet
	FOLLOW UP ARRANGEMENTS (proposals)	It is anticipated that Cabinet would consider any recommendations made (alongside the officers' response) at the Cabinet meeting in [insert month], and responded to in [insert month].

Background

This is taken from scrutiny research paper on key strategic issues for scrutiny work programme 2018-22:

The economic climate and growing pressures on public services have had a marked impact on attitudes to service transformation. CIPFA reports that 63% of senior local government executives now strongly agree the front-line will suffer if authorities do not radically change how they structure and deliver their core functions. This is manifest in figures collated by the LGA, which shows local government is leading the public sector in implementing shared services. At least 98% of councils across the country currently share services with other councils, amounting to savings of £657m across 486 shared services to date (April 2018). As well as sharing with other local authorities, there are examples of councils sharing with other public sector agencies, private sector bodies and with community and voluntary sector organisations. These arrangements can bring financial benefits to councils through the reduction of duplication, and improve customer services.

Harrow Council already shares some services. HB Public Law was established in 2012 on the merging of Harrow and Barnet's legal teams, which has allowed both councils to enjoy improved services at a reduced cost. It has since expanded and is now one of the leading public sector legal practices in the UK providing legal expertise to local authorities, schools, academies, housing organisations and others in

the public and not-for-profit sectors. Harrow has also partnered with Buckingham County Council to deliver HR shared services. Conversely, Harrow has also been through a disaggregation of shared services, for example with public health (formerly shared with LB Barnet) and procurement (formerly shared with LB Brent).

When thinking about sharing services, the LGA recommends that councils consider what benefits sharing will bring to the service, and if sharing is the best way to achieve those benefits. In the current financial climate, the primary rationale for sharing in many cases is the opportunity to achieve economies of scale. There are differing views on whether such benefits are achievable. Some commentators disagree that sharing services to increase the volume of activity will bring economies of scale. They argue that a common result of higher-volume processing is an increase in the number of errors which then create additional work in resolving them. Other approaches to process improvement argue that economies can better be achieved by improving the flow of work rather than increasing the quantity of it. For example, eradicating unproductive activities in the processing of revenues and benefits claims will lead to shorter processing times and enable additional work to be taken on without additional cost. In a number of cases, the move to shared services has occurred in tandem with efforts to re-engineer business processes and transform service delivery.

While the move to shared services presents an opportunity to redesign services and implement new, more cost-effective ways of working, there may be some work that councils need to do ahead of the change, for example to align policies or work practices, or to move to common IT platforms. Councils also need to consider whether there are any existing contracts relating to a service that would prevent them from moving to a shared service arrangement until a specific date.

Some of the most commonly cited barriers to sharing are cultural or behavioural. These can include political concerns over losing sovereignty and control over council services. Many of these cultural issues depend on the maturity of the partnership. They can be overcome where there is strong and effective leadership which builds political support across the organisations and attention to cultural change to bring staff on board.

In 2008 the Office of Government Commerce published lessons learned from more than 20 Gateway Reviews of shared services programmes and projects. These were: 1. Develop a sound business case to support the decision and keep this under regular review. 2. Develop a realistic benefits realisation plan with unequivocal buy-in from the stakeholders. 3. Ensure the organisation has the capacity, capability and resources to deliver the shared services solution. Timescales also need to be realistic. 4. Ensure stakeholder buy-in is obtained from the outset and sustained throughout the development and implementation of the shared services solution. 5. Develop service level agreements which are practical and realistic. 6. Develop sound migration and transition plans – including data migration and cleansing. 7. Anticipate and manage staff sensitivities through effective communication. 8. Develop a contingency plan as part of the wider risk management strategy.

Lessons from shared services in other local authorities include:

- political drive to implement shared arrangements is essential to overcome issues such as individual councils appearing to lose their political sovereignty. It is a definite advantage when both councils have the same political party in power.
- Have an 'exit strategy' as part of the formal agreement between partners. For example, although North and North East Lincolnshire have a shared procurement arrangement, each continues to employ half of the staff making it easy for them to revert to their previous separate teams if things did not work out.
- The process takes time. The development of shared services can take three years to work through the legal and financial implications of the establishment of a jointly owned shared service company.
- Visit other sites to discuss their experience and to understand the problems other councils have had.

Each council will need to decide its own strategy, direction and destination for shared services and management. These will not be the same. To be a provider or commissioner of services, to adopt incremental or transformational change, to share a wide range of services or a few – all are valid approaches. Resources are available to local authorities who wish to pursue options for sharing services.

The LGA have produced an interactive map detailing shared services examples from councils across England. It indicates who is sharing what and the savings and benefits achieved or expected. They have also launched a shared services match making service to provide assistance to support councils who wish to share services and / or management teams with other councils. They could help Harrow connect with other councils wishing to start a new shared service and / or assist in enlarging existing arrangements. The offer includes access to funding for a dedicated shared service expert and / or paid for external mediation advice and support.

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